PY 2025-2028

# WIOA LOCAL PLAN: CITY OF LOS ANGELES

Workforce Development Board
City of Los Angeles

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# Executive Summary

**Overview of State, Regional, and Local Plans**
Federal planning requirements under the Workforce Innovation and Opportunity Act (WIOA) outline the need for a State Plan to ensure cohesive workforce development efforts at the regional and local level. As the guiding document for Local Boards and their partners, the State Plan provides high-level policy direction as they jointly develop Regional and Local Plans. The objectives described in the California Unified Strategic Workforce Development Plan work toward a shared vision of creating a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service delivery.

In accordance with state directive WSD24-09, the City of Los Angeles Workforce Development Board (WDB) collaborates with six other Local Boards in the Los Angeles Basin Regional Planning Unit (LABRPU) to develop the Regional Plan. The Regional Plan provides a roadmap for aligning resources and investments to meet specific outcomes. The LABPRU articulates how the region will cohesively build industry sector engagement, drive workforce development outcomes across multiple jurisdictions, and expand on-ramps to career pathways for individuals with barriers to employment.

As outlined in WIOA Section 108, Local Plans translate regional objectives into operational actions by describing how individuals access services through the City's Workforce Development System (WDS). The Economic and Workforce Development Department (EWDD) serves as the fiscal agent for the City of Los Angeles and, in consultation with the WDB and input from the community, produces the Local Plan every four years. The City of Los Angeles' Local Plan sets goals around preparing and placing individuals into self-sufficient employment, career pathway employment opportunities, and the promotion of system collaboration.

The LABRPU Regional Plan and California's Unified Strategic Workforce Development Plan can be summarized into three main policy objectives:

1. Fostering workforce initiatives tailored to industry sector needs,
2. Enabling equitable access to workforce programs, and
3. Coordinating and integrating programs and services for the most effective delivery.

The Local Plan aligns its objectives along these lines, providing a detailed account of local workforce programs and actionable strategies applied by the City that work to directly support these goals. Such operationalization serves as the framework for the development of public policy, fiscal investment, and operation of the Los Angeles Workforce Development System.

**Current Labor Market Conditions/ Economic Imperatives**
In the wake of the devastating January 2025 Los Angeles wildfires that have affected thousands of residents and businesses, the City will extend its full support in the

recovery of affected business and displaced workers. Resources will continue being readily available through the City's America's Job Centers of America (AJCC) Adult and Youth System and BusinessSource Centers to aid in the first steps of recovery.

In a January 16, 2025 press release, the State Employment Development Department (EDD) announced a $20 million award to Los Angeles County and City to support the immediate needs of wildfire impacted workers suffering job losses or reduced hours, including support for temporary employment. The funding also provides support for long-term recovery and permanent reemployment. Program participants may also receive additional help with other needs such as housing, childcare, transportation, computer training, skill upgrades, and other supportive services to meet the needs of affected displaced workers. The Los Angeles region will receive up to $10 million that will be coordinated by Los Angeles County and the City of Los Angeles to support humanitarian aid and cleanup efforts by creating temporary jobs in impacted areas. These jobs will address urgent needs such as debris removal, shelter operations, and community health support, providing critical opportunities for impacted communities to recover and rebuild.

The region's labor market also faces new challenges that must be addressed through the City's Workforce Development System. To better understand the economic conditions facing the City's labor market, EWDD commissioned the Los Angeles Economic Development Corporation (LAEDC) to prepare its Los Angeles: People, Industry, and Jobs, 2022-2028 Report, which provides an overview of the economic base, workforce, and key socioeconomic characteristics of the resident population in the City of Los Angeles. Among its key findings, the following data provides key economic and demographic updates that impact the City's workforce:

1. **Ongoing Economic Recovery from the Pandemic**: The City's economy continues to feel the impact of the COVID-19 health crisis that led to business closures and significant job losses that exacerbated inequality and access to good jobs in the City.
2. **Homelessness**: Homelessness continues to be a national and regional crisis. According to LAHSA's 2024 Greater Los Angeles Homeless Count, there were 75,312 homeless persons in Los Angeles County and 45,252 in the City of Los Angeles. While an estimated 31% are sheltered, this leaves an estimated 69% unsheltered, living on the street. Of those, 82% are adults (ages 25 or older), 4% are youth (ages 18-24), and 25% are older adults (age 55 or older).
3. **Housing Affordability/ High Cost of Living**: Escalating rents, rising costs of living, and inflation are still key drivers of homelessness in the region. According to the California Housing Partnership, as of May 2024, renters in Los Angeles County need to earn $48.04 per hour - 2.9 times the City of Los Angeles minimum wage – to afford the average monthly asking rent of $2,498.
4. **Income and Poverty**: In the City of Los Angeles, LAEDC data shows that 43% of working residents earn more than $65,000 per year, 32.3% earn between $35,000 and $65,000, 20.8% earn between $15,000 and $35,000., and 4% earn less than $15,000 per year. LAEDC data also shows that 100,700 of the almost 826,000 total families had their incomes fall below the federal poverty level within the prior year (12.2% of all families). The combination of low wages and high cost

of living has led to increasing poverty, financial instability, and economic inequality.

5. **Population Decline**: The County's population is and will continue to decrease. In January 2022, the population in Los Angeles County was 9.7 million, a decline of more than 435,000 (-4.3%) from the pre-pandemic population of 10.1 million in 2020. It is expected to reach 9.3 million by 2040 and 8.3 million by 2060. Additionally, declining birth rates and rising living costs as well as shifts in economic, cultural, and social dynamics are likely to result in overall decreases in net immigration. These declines could contribute to a troubling labor shortage across key industry sectors, reduced high-income earners and entrepreneurs, and a decline in tax revenue, further hindering the City's economic stability and growth.
6. **Aging Workforce**: The number of Older Adults (55+) is increasing faster than any other age group. Older Adults are 25% of the City's total population and represent 20% of the region's workforce, meaning that 1 in 5 workers in the City of Los Angeles are 55+. There are almost 1 million Older Adults in the City of Los Angeles (966, 295). Older Adults make up 17% of the City's unemployed population. Of those, however, only 15% of those enrolled in WSCs are representative of older workers 55+.
7. **Educational Attainment**: In Los Angeles, 40% of the adult population age 25 and over has a High School diploma or less, while another 40% of the population does not have the requisite training and education for quality employment opportunities in the City of Los Angeles. Studies support that individuals with no high school diploma comprise a far greater share of the population in poverty than the general population and those with a high school diploma and no college are overrepresented to a lesser degree.
8. **Increased Disconnection Rates for 16-24 Year Olds**: Since the pandemic (March 2020), there has been a 39% increase in youth disconnection rates. Disconnected youth are defined as those who are neither in school nor employed. Data shows that there are currently 72,000 disconnected youth in Los Angeles.
9. **Los Angeles Wildfires Disaster Recovery**: Massive wildfires in January destroyed entire neighborhoods in Pacific Palisades and Altadena, uprooting thousands from their homes, businesses, and communities.

**Los Angeles Five-Year Workforce Development Strategic Plan (2025-2030)**

In 2024, EWDD engaged in numerous strategic planning efforts intended to adapt to the changing demands of workforce needs, intensify partnerships, and strengthen the capacity of the WDS to serve the most vulnerable. The City of Los Angeles Local Plan will be guided by the recently completed Los Angeles Five-Year Workforce Development Strategic Plan as well as other strategic efforts that aim to supplement the strategies outlined in the Five-Year Plan.

EWDD, the WDB, and the Mayor's Office jointly commissioned the "**Los Angeles Five-Year Workforce Development Plan: A Path Forward,"** a transformative strategy designed to reshape the City's Workforce Development System (WDS) to meet the urgent needs of its residents and industries.

The Five-Year Plan's goal is to place 50,000 Angelenos into high-quality living-wage jobs, registered apprenticeships, paid work experiences, and training as critical pathways to economic stability and success. The Plan's key objectives include: 1. Build a Stronger Workforce Ecosystem; 2. Promote Economic Mobility for High-Barrier Populations; and 3. Develop Industry-Specific Sector Strategies. It prioritizes collaboration among government, labor, educational institutions, businesses, and community organizations, to provide both workers and employers with the support they need to thrive. To create a stronger, more inclusive workforce system, the strategies outlined in the Plan aim to: a) Connect Angelenos with quality jobs and opportunities to continue developing their skills and qualifications; b) Ensure pathways to quality jobs are accessible to all Angelenos by removing barriers to employment for Angelenos facing the greatest economic disparities and marginalization and by providing these groups with targeted pathways to employment and wraparound services, and; c) Adapt to changes in workforce needs in response to demand from both the worker and employer perspectives.

The WDS seeks to develop career pathways in the following eight **key industries** that are experiencing significant growth – whether through job creation or through transformative investments (e.g. infrastructure, sustainability, and high-profile events like the upcoming Olympics and FIFA World Cup)**:**

1. **Biosciences:** The biosciences sector is advancing rapidly in Los Angeles, driven by groundbreaking research in health, food production, and environmental sustainability. With the State of California's $500 million investment in UCLA's Research Park, including the California Institute for Immunology and Immunotherapy, the region is positioning itself as a global leader in bioscience research and manufacturing.
2. **Blue & Green Economy:** As a leader in environmental innovation, Los Angeles is capitalizing on its role in the blue and green economies, with substantial investments, including a $1.2 billion grant from the U.S. Department of Energy to modernize the Ports of Long Beach and Los Angeles.
3. **City of Los Angeles & Public Sector Agencies:** In 2023, the government sector remained one of the top 10 largest employers across all industries. This sector is a crucial component of Los Angeles' economy, with more than 50,000 workers employed across 44 departments in the City of Los Angeles alone.
4. **Construction / Infrastructure:** The construction industry is a key driver of Los Angeles' economic expansion, particularly with Metro's $26.8 billion capital program and various public infrastructure projects. The City is focused on sustainable construction, green building, and housing development.
5. **Entertainment, Motion Picture, and Sound Recording:** Despite recent disruptions from the pandemic and labor strikes Los Angeles remains the global leader in entertainment, employing over 150,000 workers in film production, music, and media. This industry is vital not only for its direct economic contributions but also for its global cultural influence. As the industry recovers, ensuring equitable access to these high-wage jobs will be crucial, especially for underrepresented communities seeking to break into creative careers.

6. **Healthcare & Social Assistance:** Healthcare remains the largest employer in Los Angeles, providing essential medical care and social support. By 2028, this sector is expected to add thousands of jobs, including roles in nursing, elder care, and mental health services, making it one of the fastest-growing sectors in the region.
7. **Performing Arts, Spectator Sports, and Related Industries:** Los Angeles is set to host major global events, including the 2026 FIFA World Cup and 2028 Olympic and Paralympic Games, igniting job creation in sports management, event planning, and live entertainment. These events will further solidify Los Angeles as a premier international hub for sports, arts, and culture.
8. **Transportation & Logistics:** Looking ahead, the growth of the transportation industries will be fueled by the continuous expansion of freight transportation and logistics, offering major employment opportunities for the local workforce.

The establishment of a WDB Business Services Committee/ Sector Coalitions, a regional workforce collaborative, and WDB Policy & Oversight Committee will contribute to year-by-year action roadmaps that will guide local initiatives and ensure continued dedication to the plan. Progress will be systematically monitored across all workforce initiatives for consistent tracking of outcomes. Such accountability will allow for the identification of opportunities for strategic alignment, prioritization of key objectives, and the efficient use of resources to address evolving workforce needs and economic trends over time.

Objectives set forth by the **Los Angeles Workforce Infrastructure Network (LAWIN) Concept Paper,** the **Horizons 32k Opportunity Youth Strategic Plan** and the **AdvantAGE LA Older Worker Plan** are embedded in the Five-Year Plan and work cohesively to promote workforce goals and strategic initiatives.

The **Los Angeles Workforce Infrastructure Network (LAWIN)** concept paper provides high level recommendations from key partners of the Los Angeles workforce development eco-system to prepare the region's workforce for federal investments and ensure equity in the new opportunities of quality skilled career pathways for all residents. To bridge the disconnect between infrastructure investment and workforce development, the LAWIN will work to: 1. Increase the ongoing collaboration between public, union, and community-based organizations to develop on-going communication and planning; 2. Increase the awareness and utilization of current Industry-Recognized infrastructure workforce training programs; Increasing the identification of gaps in current partner offerings; and 3. Increase the number of young adults in skilled trades and pathways to meet Los Angeles infrastructure workforce needs. The City of Los Angeles is in conversation with the Brookings Institute to continually identify key infrastructure projects to strategically deploy investments that support workforce needs. LAWIN will complement efforts to promote quality jobs and an equitable workforce by developing a workable plan for transformative partnerships in infrastructure, with the following initiatives included:

1. Setting aside 1-3% of all city capital infrastructure projects funded by the infrastructure bill to be directed for workforce development projects.

2. Designating a minimum of $2 million in workforce experience dollars to seed and expand workforce development programming to increase workforce participation for high barrier groups.
3. The assembly of a city, union, and community partner grant writing team to apply for large scale federal grants from Department of Labor, Department of Commerce, and the Environmental Protection Agency to increase the overall resources for the Los Angeles workforce ecosystem.

Building from the successes of the previous LA Performance Partnership Pilot (LAP3), the new **Horizons 32K Strategic Plan** reaffirms the City's commitment to serving LA County's 143,000 Opportunity Youth (OY), charting a course toward a more inclusive, supportive future for this population. The Horizons 32K plan aims to reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027. This collaborative facilitates data sharing, cultivates partnerships, offers capacity building support, and advocates for policy changes to ensure all OY have access to quality education, training, and employment opportunities. Four targeted support sectors — 1. K-12 and Post-secondary Education, 2. Workforce Training, 3. Employment, and; 4. Cross Sector Coordination–and their aligned youth impact metrics will drive this coalition's success. The Horizons 32K plan contributes to the broader workforce development strategy, fostering economic growth, and equity for Los Angeles' Opportunity Youth. Notable objectives include:

1. Placing 5,500 individuals in sustainable employment through existing EWDD programs.
2. Enrolling 5,000 opportunity youth in career pathways programs through the Horizons 32K initiative, aiming for 70% completion and successful placement in education or employment.
3. Scaling up High Road Training Partnerships, expanding apprenticeship programs, and ensuring equitable access to training that leads to well-paying jobs.

To address the demographic transformation characterized by a growing population of Older Adult Workers, EWDD will implement the **AdvantAGE LA Older Worker Plan**. The City's vision supports the economic and social value of Older Workers to the workforce, businesses, and communities and leverages their talent to advance economic vitality regionally. In support of the Five-Year Path Forward Plan, the AdvantAGE LA Plan detail the City's comprehensive approach to uplifting older workers characterized by championing:

1. Earn-and-learn opportunities in high-need industries and marketed towards older workers;
2. Incumbent worker trainings for older workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market; and
3. Collaboration with Los Angeles Regional Consortium (LARC) and Los Angeles Regional Adult Education Consortium (LARAEC) to prioritize training, upskilling, and reskilling.

Further, the plan includes core metrics that can be used to evaluate implementation success and enable accountability in the growth of workforce services for Older Adults. The Los Angeles WDS aims to address the needs of Older Workers, set strong examples, offer tools to promote age-inclusive employment, and provide valuable training and career advancement opportunities.

By championing equity, empowering underserved communities, and driving inclusive economic growth, the Five-Year Path Forward Plan positions the City of Los Angeles to effectively meet the evolving needs of its residents and industries, ensuring a more prosperous and resilient future for all.

**YouthSource System Redesign Implementation**

In 2023, a newly redesigned and procured system of YouthSource Center operators was established. The City will continue to enhance WIOA service delivery to young adults ages 16-24 by continuing the following six major enhancements:

1. A focus on Career Pathways — including a new partnership with Los Angeles Unified School District's Division of Adult and Career Education and Los Angeles Community College District to increase access to vocational training in growing industries;
2. Renewed focus on Mental Health Services for youth;
3. Amplifying Youth Voices by intentionally placing youth at the center of our work through Youth Councils in the implementation of key programs;
4. Increasing focus on high-barrier populations, targeting up to 75% of youth served are those who are experiencing multiple barriers to employment;
5. Increased access to online tools and virtual opportunities to address the digital divide;
6. Enhanced P3/Horizon 32K service delivery through shared best practices and interventions; and
7. Implementation of a tiered system to ensure youth receive quality work experience based on their skillsets, per Five-Year Plan.

**WorkSource Center System Redesign Evaluation**

The California State University - Northridge (CSUN) was contracted by EWDD to conduct an evaluation of the City's AJCC Adult and Dislocated Worker workforce system, locally known as WorkSource Center System, to identify ways to redesign and improve its service delivery system to connect program participants to high-wage jobs and reduce inequalities among program participants. The CSUN evaluation solicited extensive feedback utilizing community meetings and stakeholder engagement from organized labor, employers, and community-based organizations. The evaluation report was finalized in September 2024.

Additionally, from September 2023 to September 2024, the Los Angeles Workforce Development Board (WDB) convened an AJCC/WorkSource Center System Redesign Ad Hoc Subcommittee to consider the priorities for the redesign of the system and for the prioritization of the required services including required corresponding performance expectations.

Through the newly redesigned WorkSource System that is anticipated to be procured and in place in 2025, the City will seek to improve and further strengthen its targeted workforce services to jobseekers who lack economic opportunity by implementing the following workforce service strategies:

1. A service delivery strategy by educational attainment level (no HS diploma, HS Diploma or equivalency, and some college), with an emphasis on providing the participant supports needed to achieve higher level outcomes.
2. Enhance employer engagement strategies including new high road training programs and career pathways sector strategies in prioritized industries that align with the Mayor's Five-Year Plan Goal of creating 50,000 good jobs by 2030.
3. Expand cross-sector collaboration with both City "Source" systems (FamilySource, BusinessSource, and YouthSource Centers) and with regional education and workforce development partners including California Employment Development Department (EDD), California Department of Rehabilitation (DOR), Los Angeles Unified School District (LAUSD), Los Angeles Community College District (LACCD) to enhance the capacity and effectiveness of WSCs ensuring comprehensive support for job seekers.
4. Increasing organizational capacity of WorkSource System by setting minimum staffing levels for case managers and employer engagement as well as decreased participant to case manager ratios.
5. Expanding the reach of the WSC System through virtual services and community-partnerships with the LA City's Public Library system.
6. Continue focusing on high-barrier populations through customized programs that address individual barriers to employment, including educational attainment and the need for supportive services. High barrier populations include, but are not limited to, the following: 1) unhoused individuals or people experiencing homelessness, 2) formerly incarcerated individuals or returning citizens, 3) people with disabilities, 4) veterans, 5) older workers 55+ and 6) English language learners.

Driven by the strategic initiatives embedded in the Five-Year Plan, the PY 25-28 WIOA Local Plan details the City's continued commitment to placing residents on the path to economic security through equity-focused strategies that expand living-wage job opportunities and remove barriers to employment for Angelenos facing the greatest economic disparities.

# City of Los Angeles PY 25-28 WIOA Local Plan

The City of Los Angeles PY 2025-2028 WIOA Local Plan (Local Plan) aligns with the State Plan's vision of creating a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service delivery. The City's Local Plan operationalizes the road map laid out in the Regional Plan and describes how individuals will access services through its America's Job Centers of California℠ (AJCC) system. Section I provides an overview of WIOA core programs and required partnerships for the City of Los Angeles. Section II delves into state strategic partner coordination efforts to align with state goals of developing meaningful and robust stakeholder and community relationships across local systems to serve vulnerable populations, aligning with the state's zero emission goals, and supporting a climate-neutral economy. Lastly, Section III describes the strategies for AJCC staff preparation, training, and ongoing professional development to respond to participants' needs effectively. It also addresses the services, activities, and administrative requirements established for Local Boards.

## Section I: WIOA Core and Required Partner Coordination

The Los Angeles Workforce Development System through its WorkSource and YouthSource Centers and its AJCC partners are jointly responsible for workforce and economic development, educational, and other human services programs. To establish a high quality AJCC delivery system and enhance collaboration among partner programs, WIOA requires Local Boards to develop Memoranda of Understanding (MOUs) with all AJCC required partners within their Local Workforce Development Areas. These MOUs serve as a functional tool as well as visionary plans for how the Local Board and AJCC partners will work together to create a unified service delivery system that best meets the needs of their shared customers. This section of the Local Plan addresses coordination of WIOA core and required program partners identified under WIOA Section 121.

### City of Los Angeles WDB MOU and AJCC Partnership Coordination

**Strategic Partnerships**
The City has executed Memoranda of Understanding (MOU) with the mandatory partners on behalf of the entire WDS. Strategic partners include, but are not limited to, the following:

**California Department of Rehabilitation (DOR):** The California Department of Rehabilitation administers the largest vocational rehabilitation program in the country. DOR has a three-pronged mission to provide services and advocacy that assists people with disabilities to live independently, become employed, and have equality in the communities in which they live and work. DOR provides consultation, counseling and vocational rehabilitation, and works with community partners to assist the consumers they serve. DOR administers WIOA Title IV programs.

**California Employment Development Department (EDD):** The Employment Development Department provides a range of employment and training services in

partnership with state and local agencies and organizations. EDD administers WIOA Title III Wagner-Peyser, Veterans' WIOA, Unemployment Insurance Compensation, and Trade Adjustment Assistance Act (TAA) programs.

**Los Angeles County Department of Economic Opportunity (DEO):** DEO manages the Los Angeles County AJCC system, providing WIOA services throughout all areas of the county not already designated as part of Local Workforce Development Areas. The City partners with the County on various strategic partnerships and initiatives including LA:RISE and the Horizons 32K Youth Strategic Plan.

**Los Angeles County Probation Department (LACPD):** The Probation Department is responsible for the supervision of individuals who were convicted of non-violent, non-serious, and/or non-high risk offenses from the State Parole's jurisdiction to the local county probation departments throughout the state. The Department also provides various pre-trial programs including treatment and rehabilitation for adult defendants while providing various diversion and prevention programs for Juvenile defendants.

**Los Angeles Community College District (LACCD):** The Community College District provides students with the necessary education preparing them to transfer to four-year institutions, successfully complete workforce development programs designed to meet local and statewide needs, and pursue opportunities for lifelong learning and civic engagement.

**Los Angeles Unified School District (LAUSD):** The City and LAUSD have co-funded WIOA Navigators colocated with the WorkSource and YouthSource Centers that work to increase access to adults and youth in career and technical education.

**Los Angeles County Department of Public and Social Services (DPSS)**: The program provides assistance with the following types of services:

1. Homeless Assistance;
2. Cal-Learn, a teen parent program;
3. Welfare-to-Work services by participating in the Greater Avenues for Independence (GAIN) program which provides the following types of assistance:
    a. Job preparation and work opportunities;
    b. Childcare; and
    c. Specialized supportive services such as Domestic Violence; treatment for mental health and substance abuse problems; and Family Preservation Program.

**Los Angeles Homeless Service Authority (LAHSA):** LAHSA is a joint effort between the City and County of Los Angeles to provide shelter, housing, and services to people experiencing homelessness. LAHSA uses a Coordinated Entry System (CES) that organizes a network of housing crisis service providers and partners to coordinate resources for efficient delivery.

**City of Los Angeles Public Library System (LAPL)**: The Los Angeles Public Library System (LAPL) provides free and easy access to information and opportunities for life-long learning. These opportunities include a variety of programs and services including

resources, websites, and referrals to assistance available in-person and by telephone for job seekers, entrepreneurs, and for everyone managing their money. The LAPL has eight regional branch libraries and 59 community branches, four bookmobiles, and the Internet.

**Los Angeles County Federation of Labor (LA Fed):** The LA Fed is a diverse organization of over 300 union and labor affiliates that sets the tone for labor justice in Los Angeles through coalition building and targeted political advocacy. Brought together by the LA Fed, affiliates collaborate in solidarity for the betterment of wages and working conditions for all working people. Labor Community Services provides a safety net for union members through their food program, disaster relief fund, and financial literacy programs.

**City's Source System Collaboration:** The AJCC Centers also collaborate with the geographically closest City of Los Angeles FamilySource, BusinessSource, and YouthSource Centers.

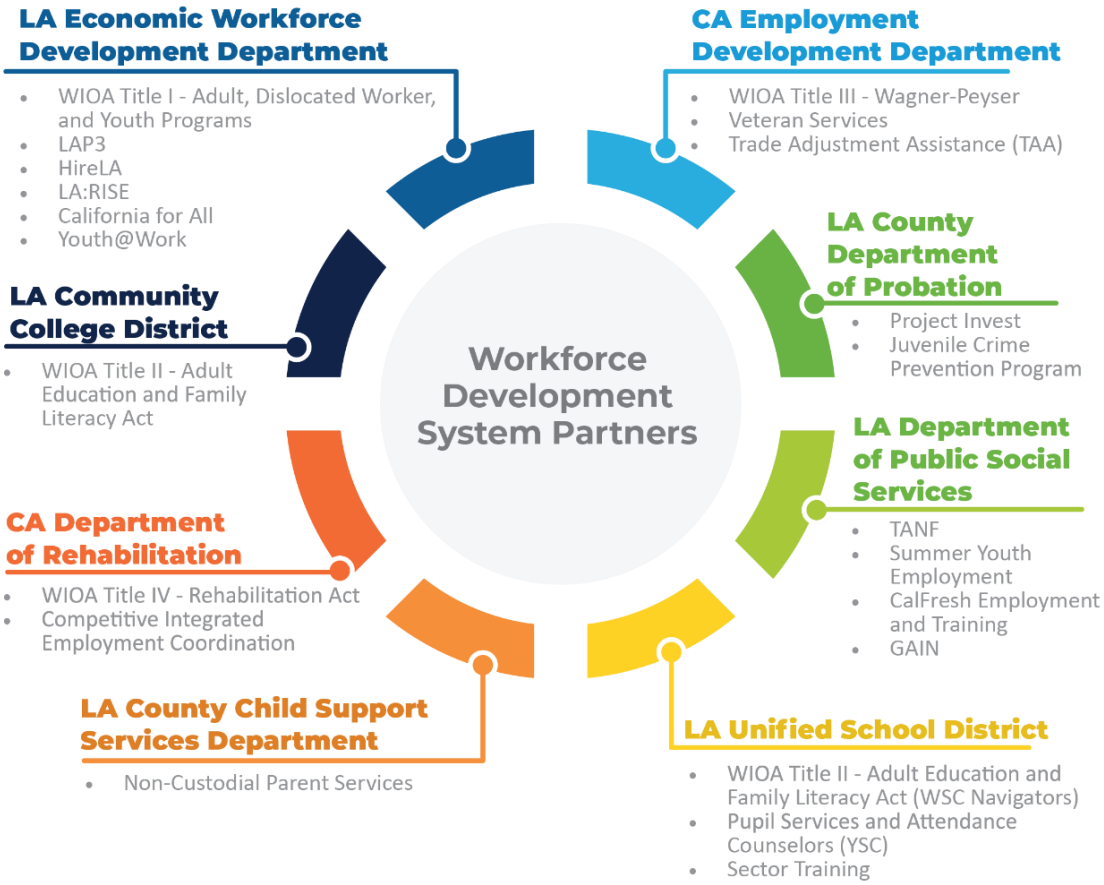
1. *FamilySource Centers*– These centers provide services and programs for low-income families with children/youth ages up to 17 years old that need support with childcare, family needs, and other assistance to move them toward economic self-sufficiency.
2. *YouthSource Centers*– These centers provide education and employment services to youth, ages 16-24. The goal of the Youth Source System is to reconnect youth that did not attain a high school diploma to school and/or employment.
3. *BusinessSource Centers*– These centers provide resources to businesses and entrepreneurs. Services include business incentives, tax credits, business courses, consultation, and access to capital.

The goals of the Local Board and its AJCC partners are outlined in each MOU. The mission of the partnership is to develop, deliver, and promote best-in-class economic and workforce services to generate, sustain and grow individual, business and community prosperity in the City.

Each Memoranda of Understanding outlines the following shared goals:

1. Develop industry-driven career pathways that prepare people for in demand occupations in high-growth industry sectors based on annual review of the economic intelligence and labor market information.
2. Support system alignment, service integration, and continuous improvement using data to support evidence-based decision-making.
3. Strengthen communication, coordination, and decision-making between regional partners to meet labor market needs.
4. Enhance the existing network between education, business and industry representatives, labor, and other regional workforce development partners to develop new programs and services and align existing programs and services with regional and industry needs.

5. 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.
6. Develop regional leadership and operational partnerships among community college, adult education, industry, labor, and other workforce and economic development entities to strengthen coordination and to improve the delivery of services.
7. 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, English Language Learners, veterans, individuals with disabilities, foster youth, reentry and other high-priority, at risk populations.
8. Increase the scope and breadth of opportunities for youth, especially low income, at-risk, disconnected, and out-of-school youth, and high school graduates seeking postsecondary vocational training, postsecondary education, and/or other career opportunities.
9. Improve opportunities for quality of life, independence, health, and dignity of the older adult population. Promote independence, advocacy, physical and cognitive health, economic self-sufficiency, and dignity for older adults, including those from low-income communities and those with disabilities.



## Co-Enrollment and/or Common Case Management as a Service Delivery Strategy

The Workforce Innovation and Opportunity Act (WIOA) requires states to report the number of participants who are enrolled in more than one core program (Title I, Title II, Title III, and Title IV) in their annual performance reports. WIOA co-enrollment is when a participant is enrolled in more than one WIOA program simultaneously. The goal is to provide better services to participants by combining resources from different programs. The EWDD encourages the AJCC system to co-enroll program participants into WIOA core/ non-core and local programs, where applicable, and collaborate with other programs to develop effective partnerships.

WIOA places a strong emphasis on planning and implementation across multiple partner programs to ensure alignment in service delivery. One key goal is to develop effective partnerships across WIOA programs and other workforce providers, including community-based organizations to provide individuals the employment, education, and training services they need. Using strategic co-enrollment, the WDS can increase program and participant success, maximize resources, enable greater efficiencies in service delivery, and better align services with regional sector pathways.

The Local Board established a “Customer Flow Policy” in which the AJCC system must ensure that customers are able to access self-directed services and, if determined eligible under WIOA, are able to access Career and Training Services. In conjunction with the customer, each AJCC (through its Integrated Services teams, which are comprised of WIOA Title I, Title III (EDD), and other strategic partner staff) shall consider the entire array of career and training services available under WIOA when determining which services to provide.

**AJCC Customer Flow**

Services received by a WIOA participant will vary, based on their needs, informed choice, and availability of funds and resources. Determination of necessary career and training services shall be made through individual assessments completed by integrated service delivery (ISD) teams and shall not be predicated on receiving prior services. As part of its WSC System Redesign, EWDD will implement a service delivery strategy by educational attainment level (no HS diploma, HS Diploma or equivalency, and some college), with an emphasis on providing the participant supports needed to achieve higher level outcomes.

Both mandatory and voluntary partners shall participate at the AJCC to provide the services that are required as mandated by law. The career services to be provided by each partner shall be outlined in a memorandum of understanding. Access to career services shall be seamless because of a well-designed integrated service strategy, and the inclusion of all the partners of an AJCC.

**Welcome Team**

Each AJCC shall establish a “Welcome Team” whose core functions will include:

1. Greeting and orienting customers to AJCC programs and services.

2. Conducting initial jobseeker skills and needs assessment to determine appropriate services.
3. Referring jobseekers to an AJCC Orientation and Enrollment (if determined eligible under WIOA) or collect data for CalJOBS registrations.

**CalJOBS Enrollment**
All AJCC program participants seeking services at an AJCC, whether self-directed or staff-assisted, must be directed to complete a CalJOBS registration. CalJOBS provides AJCC participants access to online employment services, including labor market information, job placement and training services. CalJOBS should be used to provide self-directed services previously reported under Universal Access activities. Participants that do not wish to create a CalJOBS registration will have limited access to AJCC services, consisting primarily of Resource Room activities. The use of the CalJOBS system ensures program participants can be tracked across multiple (co-enrolled) programs.

**AJCC Services and WIOA Registration**
When jobseekers require AJCC career services provided by WIOA-funded staff, the individuals receiving services must be registered into WIOA. The Welcome Team staff shall refer jobseekers to the following career services:

1. AJCC Orientations;
2. Initial Assessment; and
3. AJCC workshops, which may include job clubs, resume preparation, interview techniques, and job search skills.

Following the initial assessment, the Welcome Team staff will determine whether the jobseeker is ready for employment or if additional skill development is necessary. If determined as requiring additional skills development, the customer will be referred to the Skills Team. If determined job-ready, the customer will be referred to the Employment Team.

**Skills Team**
The Skills Team shall conduct a comprehensive skills and career assessment to identify skills, aptitudes, interests, barriers to employment, and supportive service needs. An Individual Employment Plan (IEP) will be developed for each jobseeker that will identify career services and/or training required to secure gainful employment. Career and training services may include basic skills remediation; computer training; vocational training, and/or on-the-job training.

**Employment Team**
The Employment Team shall assist with job placement, career counseling and coaching, job retention, and supporting services to job seeking customers and to provide skilled, qualified applicants to local business and employers.

**Program Services**
Career Services – WIOA authorizes career services for registered adult and dislocated worker participants. The three types of career services include:

1. Basic Career Services;
2. Individualized Career Services; and
3. Training Services.

**Basic Career Services**
Basic Career Services are universally accessible and must be made available to all individuals seeking employment and training services. Generally, these services involve less staff time and involvement and include services such as initial skill assessments, labor exchange services, job posting information, job clubs, job fairs, provision of information on programs and services, and program referrals. Basic Career Services do not require WIOA registration or enrollments.

**Individualized Career Services**
Individualized career services must be provided to participants after WSC staff determine that such services are required to retain or obtain employment. Generally, these services involve significant staff time and customization to individual needs. Individualized career services extend the date of exit in performance reporting and require full WIOA registration and enrollment.

**Training Services**
Training services can be critical to the employment success of many adults and dislocated workers. There is no sequence of service requirements for career services and training. This means that a one-stop operator or one-stop partner may determine training is appropriate regardless of whether the individual has received basic or individualized career services first.

Under WIOA, training services may be provided if the AJCC determines, after an interview, evaluation or assessment, and career planning, that the individual meets the following criteria:

1. Is unable or unlikely to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
2. Has the skills and qualifications to successfully participate in the selected plan for training services;
3. Is unable to obtain grant assistance from other sources to pay the costs of such training, including state funded training or Pell grants or requires WIOA assistance in addition to other grant sources including Pell grants;
4. Is a member of a worker group covered under a petition filed for Trade Adjustment Assistance (TAA) and is awaiting a determination. If the petition is certified, the worker may then transition to TAA approved training. TAA requires that the participant receives an Individual Employment Plan (IEP) prior to enrolling them in TAA training activity codes. If the petition is denied, the worker will continue training under WIOA;
5. Is determined eligible in accordance with the state and local priority system in effect for Adults under WIOA sec. 134(c)(3)(E) if training services are provided through the Adult funding stream;

6. Selected a program of training services that is directly linked to the employment opportunities in the Local Workforce Development Area (Local Area) or the Regional Planning Unit, or in another area to which the individual is willing to commute or relocate; and
7. Needs training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

When determined appropriate, training services, must be provided through an ITA except for certain types of customized, incumbent, and on-the-job training; WDB contracts with institutions of higher learning; or the alternatives to traditional Individual Training Account (ITA) training programs described in the Alternative Training Programs Policy. Only training providers through their training programs listed on the Eligible Training Provider List (ETPL) are eligible to receive WIOA funds to train adults and dislocated workers through ITAs. Training services must be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the adult or dislocated worker is willing to commute or relocate. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance.

**Follow-Up Services**
While follow-up services must be offered, not all adults and dislocated workers who are registered and placed into unsubsidized employment will need or want such services. Also, the intensity of appropriate follow-up services may vary among participants. Participants who have multiple employment barriers and limited work histories may need significant follow-up services to ensure long-term success in the labor market. Other participants may identify an area of weakness in the training provided by the WIOA prior to placement that will affect their ability to progress further in their occupation or to retain their employment.

Follow-up services must be provided, as appropriate, including counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment. If a customer declines follow up services, this must be recorded in the customer's case file under Case Notes and in CalJOBS. Follow-up services for the purposes of career planning are not to be construed as the follow-up services required for performance reporting.

## Facilitating Access to AJCC Services using Technology and Other Means

The City of Los Angeles primarily uses CalJOBS, the State of California's federally recognized system of records that documents and tracks participant activities and site-specific performance data. The CalJOBS system also provides participants the ability to access the workforce development system services remotely.

The City enhances this ability by providing easier access to AJCCs throughout the City of Los Angeles. There are currently 28 AJCC's (14 WorkSource Centers and 14 YouthSource Centers) in the City's areas of greatest need that are accessible by public transportation. Center staff are also trained to assist participants in navigating the CalJOBS platform.

The City is looking to expand virtual services and leverage the use of technology to enhance AJCC services through its WorkSource Center Redesign efforts in the upcoming program years. The COVID-19 pandemic highlighted the opportunity to expand the reach of the WDS through virtual services. Post-pandemic, the City's WDS has not adopted a well-articulated strategy for utilizing virtual services, nor expanding access to workforce services through community-based partnerships. Currently, EWDD partners with the City's library system to provide jobseeker services in library branches. The City will explore the development of a virtual one-stop WSC - including a WorkSource LA App, accessible to any potential customer - to at a minimum, electronically enroll for services. The City will also seek to expand AJCC partnerships with LA City libraries, where at a minimum, customers can enroll for services.

Further, the City also has several programs that focus on technology and digital literacy highlighted below.

**Vermont Slauson Economic Development Corporation (VSEDC) — Vision Lab**
These funds are allocated for the City's Vision Lab Earmark Program, which aims to bridge the digital divide in South Los Angeles by recruiting and pairing small businesses with digital marketing strategists to enhance their digital presence. VSEDC will provide low-income and priority youth with paid personal enrichment, work readiness training, and paid work experience. Local business owners will go through cohort-based training to learn about the value of digital marketing and best practices of hosting a youth intern and then get paired with a youth, who participated in Youth Tech Workforce Development training, to get help with digital marketing of their business. The broader local business community will also have opportunities to participate in digital transformation workshops, focusing on gaining digital literacy, adopting new technologies, improving online presence, and streamlining operations to stay competitive in the digital economy.

**CareerConnect Initiative**
Launched in June 2024, the CareerConnect Initiative provides digital literacy training for individuals who were previously unhoused. CareerConnect will complement the services delivered by the City's Employment Navigator pilot program (also known as the "Inside Safe Job Connectors" program) that helps recently housed Angelenos become job ready. The CareerConnect program aspires to foster a stronger, more diverse, equitable, and inclusive workforce by addressing the unique digital needs of the recently housed population. It will leverage the existing Digital Ambassadors program model operated by the Housing Authority of the City of Los Angeles (HACLA), which has provided digital literacy training for up to 1,000 recently housed individuals at Inside Safe and interim housing sites in the City of Los Angeles.

## Coordinating Workforce Services and Education Activities with the Provision of Appropriate Supportive Services

**Coordination with Secondary and Post-Secondary Education**
The WDS works with the Los Angeles Community College District (LACCD) and other educational and training entities in developing career pathway opportunities. The Local Board will work with these providers to identify existing educational and training resources and the development of relevant curriculums.

Through its Horizons 32K Strategic Plan (formerly LAP3), the City of Los Angeles WDS will continue to play a pivotal role in addressing the needs of young adults entering the workforce and/or education system through its role in facilitating the established LAP3/Horizon 32K collaborative (a regional collaborative of public educational, workforce, and support systems as well as the business community). The new Horizons 32K Strategic Plan, published in the spring of 2024, will further address the needs of young adults who are looking to enter the workforce and access educational opportunities. Through the Horizons 32K Plan, the WDS will continue to provide regional leadership for integrating City, Los Angeles Unified School District, Los Angeles Community College District, and Los Angeles County services to increase educational, employment, housing, and social well-being outcomes for the City's Opportunity Youth, including foster system-involved and housing-insecure youth.

The City and LAUSD Division of Adult and Career Education (DACE) are expanding their partnership. A LAUSD WIOA Navigator Advisor will be employed and located at identified AJCCs throughout the City. The WIOA Navigator Advisor will provide outreach and support services for the LAUSD DACE and local AJCCs. This individual will coordinate adult education, and AJCC articulation processes, participate in adult education recruitment efforts, and serve as the liaison to programs serving adult education students. Navigator Advisors work collaboratively with the AJCC system; conducting student intakes and assessment to determine an individualized education plan (IEP); providing intensive case management services to adult clients, including counseling, on-going monitoring, and District or community referrals; linking clients to appropriate resources and programs in the school district and community that support the student’s efforts of enrollment in an appropriate educational setting; and developing and collaborating with community partnerships including education, business and labor partners.

**Coordinating Appropriate Supportive Services**
AJCC Adult and Youth program operators are responsible for the coordination of WIOA, partner, and other available resources to provide transportation and other supportive services necessary for participants to successfully complete programs. The AJCC operators also leverage additional, non-WIOA funds to provide both training and supportive services to their WIOA enrolled participants. These leveraged resources are tracked and monitored by EWDD.

The AJCCs provide supportive services that are necessary to enable WIOA eligible individuals, who cannot afford to pay for such services, to participate in authorized

WIOA activities. For Youth participants such activities must correspond to the fourteen WIOA Elements for Youth Programs.

Supportive services are customer services that are necessary to enable WIOA eligible individuals, who cannot afford to pay for such services, to participate in authorized WIOA activities. For Youth participants, (those enrolled in a YouthSource Center or programs funded for youth participants, typically ages 14-24), such activities must correspond to the required WIOA Elements or other authorized Workforce Development Youth Programs.

Types of allowable Supportive Services:

1. Assistance with childcare and dependent care for dependents of the participant;
2. Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses, protective eye gear and other essential safety equipment while participating in WIOA activities and during job interviews;
3. Assistance with housing — temporary shelter, housing assistance and referral services;
4. Linkages to community services - alcohol/drug/gang intervention counseling, drop-out prevention, pregnancy prevention, money management, tutoring or other purposes;
5. Referrals to medical services/health care - referral services to appropriate medical service providers;
6. Reasonable accommodations for individuals with disabilities;
7. Assistance with transportation — expenses for commuting to and from WIOA and special program activities such as public transportation fare, carpool arrangement, or gas for personal auto;
8. Assistance with educational testing;
9. Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes;
10. Payments and fees for employment and training-related applications, tests, and certifications;
11. Emergency support services – these are services exclusively allowed depending on the funding availability, parameters, and guidelines of special projects such as State Additional Assistance, National Dislocated Worker, or other emergency grants. Such services may include but are not limited to utility assistance, rental assistance, and food insecurity;
12. Needs-related payments, as described in the policy below; and/or
13. Other – Program-specific services that are consistent with these policies and when justification is maintained in the participant's CalJOBS profile.

## Compliance with WIOA Section 188 and the Americans with Disabilities Act

**Ensuring Physical and Programmatic Accessibility**

EWDD has established an Equal Opportunity (EO) Compliance Unit to ensure Equal Opportunity and Nondiscrimination in WIOA grant-funded programs administered by the

Local Workforce Development Area (LWDA). The EO Compliance Unit is responsible for compliance for all the AJCCs (WorkSource and YouthSource Center sites). The primary objective of the EO Compliance Unit is to ensure compliance with Section 188 of the WIOA (29 CFR 38), the Nondiscrimination and Equal Opportunity Provisions of the WIOA and the Methods of Administration framework present under WIOA. The nine elements of the Methods of Administration (MOA) are:

1. Designation of Equal Opportunity Officers
2. Notice and Communication
3. Assurances (in Job Training Plans, Contracts, Policies and Procedures)
4. Universal Access
5. Obligation not to Discriminate Based on Disability
6. Data and Information Collection and Maintenance
7. Monitoring for Compliance
8. Complaint Processing Procedures
9. Corrective Actions/Sanctions

Starting in 2000, the EO Compliance Unit began requiring each provider to designate an EO Complaints Officer. Each Center is also required to designate a Disability Coordinator and a Limited English Proficiency (LEP) Coordinator. The EO Complaints Officer is required to attend training and become a first point of contact when a complaint is filed. The EO Unit encourages informal resolution at the Center level. Successful resolutions are put in writing and signed by all parties.

The EO Unit has provided training, focusing on the MOA as well as different types of discrimination. The EO Complaints Officer, Disability Coordinator, and LEP Coordinator were required to attend this training. Legacy Diversity Awareness training was developed to educate staff on better serving participants with disabilities. EWDD, in collaboration with the California Department of Rehabilitation (DOR), schedules joint training sessions for AJCC and DOR staff to encourage coordination of services. Established in 2003, the EmployABILITY Partnership networking group brings together representatives from organizations such as EDD, DOR, County Department of Mental Health, and the Disability Coordinators from the centers. As required by EWDD through its *Nondiscrimination and Equal Opportunity Policy*, each AJCC is required to have a disability coordinator to ensure WIOA section 188 and ADA compliance and provide reasonable accommodations to participants. All WorkSource and YouthSource Centers are expected to cooperate fully with the EO Compliance Unit during EO site visits.

All AJCC/WorkSource and YouthSource Centers must follow the City of Los Angeles' Complaint Procedures. A copy of these procedures must be given to each participant at Orientation, and a signed receipt retained in the participant file. WorkSource and YouthSource Centers are not allowed to alter or amend the Complaint Procedures; they must utilize them as published. WorkSource and YouthSource Centers are expected to fully cooperate with the EO Compliance Unit during the processing of a complaint. They are also expected to cooperate with other agencies, such as the Department of Labor, Equal Employment Opportunity Commission, and the Employment Development Department.

## Section II: State Strategic Partner Coordination

This section of the Local Plan addresses the ongoing establishment of concrete goals through coordination efforts with state strategic partnerships including:

1. County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training services.
2. Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.
3. Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.
4. Community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.
5. Community-based organizations and other local partners who serve veterans.
6. Strategic Planning partners to address environmental sustainability.

### How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training services.

**CalFresh Participation Overview and Workforce Development Needs**
The United States Department of Food & Agriculture, Food and Nutrition Service is the entity responsible for federal administration of SNAP, known as CalFresh in California. CalFresh data indicates the City of Los Angeles is home to 92,773 CalFresh participants, a little over 45% of the 205,494 participants in the Los Angeles Basin region. Males make up 58% of the local CalFresh participants. Participants aged 45 or older make up 35%, which may indicate a need for older worker services. Homelessness was experienced by 17% (15,980), while 15% lack English speaking and/or writing skills. About 4% (4,032) of participants are formerly incarcerated individuals. These demographics underscore the need for career assistance and workforce services for low-income and priority of service populations.

**Partnership Strategy**
CalFresh Employment and Training (CFET) is a flexible, sustainable federal reimbursement program that increases the employability of recipients of CalFresh (food stamps). It funds a wide array of training and workforce services, such as career counseling, work-based learning, job readiness training, job placement, and job retention; services related to self-sufficiency such as financial literacy training or a healthy lifestyle class; and a variety of participant supportive services, such as transportation, dependent care, uniforms, fees, textbooks, and emergency housing.

Under the CFET model, participating organizations may receive up to 50% reimbursement on new and/or existing employment and training services. Workforce services eligible for federal reimbursement from CFET include:

1. Opportunities/support for individuals experiencing homelessness

2. Opportunities for older workers
3. Opportunities for the reentry population and for families involved with juvenile
    a. Dependencies
4. Assistance with job search including:
    a. Resume writing/interview skillsets
    b. Employment mentors/counselors
5. Digital literacy and computer skills
6. Work-Based learning activities to provide experience that will make clients much more marketable
7. Entrepreneur/Self Employment training, because self-employment continues to be an important source of jobs in the local area
8. Certification/Licensing opportunities for various occupations in the local labor market
9. Educational services such as General Equivalency Diploma (GED) courses
10. Vocational English as a Second Language (VESL) training

The County of Los Angeles Department of Economic Opportunity (DEO) serves as the intermediary for the Department of Public Social Services (DPSS) in providing oversight, billing, technical assistance, and training to third party providers participating in the CalFresh Employment & Training (CFET) Skill Up Los Angeles program. The purpose of the program is to assist third party providers in leveraging the federal 50/50 CFET reimbursement of eligible CFET allowable services. In turn, third party providers can reinvest the reimbursed funds to expand their CFET eligible activities and the organization's financial stability. This allows Los Angeles County to grow workforce and training programs for low-income communities, reach more CalFresh participants, and improve employment outcomes for LA County residents.

In alignment with the State and Regional Plan, the City will strive to develop formal partnerships and leverage resources offered by the Los Angeles County Department of Public Social Services (DPSS) employment programs such as the Skills and Training to Achieve Readiness for Tomorrow (START) and Greater Avenues for Independence (GAIN). Skills and Training to Achieve Readiness for Tomorrow (START) provides employment and training services to help participants obtain jobs and achieve self-sufficiency. Participation in START is mandatory as a condition of aid for General Relief but voluntary for CalFresh participants. Participants are assigned to a START worker who will work with them to achieve their employment goals. Further, GAIN helps CalWORKs participants prepare for and find employment. Services include job finding workshops, supervised job search, vocational assessment, remedial education, vocational skills training, and work experience. Post-employment services are also available to help employed participants retain their jobs, work toward a better one, and ultimately move to financial independence. The City will explore establishing a joint working group with DPSS and the County's Department of Economic Opportunity (DEO) to streamline the City-County coordination on workforce opportunities for CalFresh participants.

The City will also look to expand partnerships with other local partners that serve CalFresh participants including community colleges. For instance, the Los Angeles Trade Technical College (LATTC) offers the Fresh Success Program. Fresh Success is a voluntary CalFresh Employment & Training program that serves CalFresh recipients at community colleges, community-based organizations, and adult education centers. By providing case management and supportive services beyond food assistance, the Fresh Success Program helps students advance toward their career goals. Other local colleges with a Fresh Success Program include Los Angeles City College, Los Angeles Harbor College, Los Angeles Mission College, Los Angeles Pierce College, East Los Angeles College, Glendale Community College, West Los Angeles College, and Los Angeles Valley College. The AJCC system will strive to further establish partnerships with these organizations to promote services to CalFresh participants and leverage resources offered through the CFET.

## How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.

**Non-Custodial Parents Overview and Workforce Development Needs**
Noncustodial parents (NCPs) are parents who do not have physical custody of their minor child(ren) as the result of a court order. Though they may not be involved in the child's daily care, a NCP's rights and responsibilities may include visitation rights, which can be supervised or unsupervised depending on the circumstances, and the right to be informed about their child's education, health, and other significant matters. NCP's are responsible for providing financial support for their children, which typically comes in the form of child support payments, which are determined according to statutory guidelines and considered factors such as each parent's income and the child's needs.

Child Support Services data for 2018 indicated that the City of Los Angeles had 39,061 NCPs who were delinquent in child-support payments, 91% of which were male. 12% of these non-custodial parents were incarcerated and 30 to 50% of the adults in this group lack a high school diploma, significantly limiting their access to economic instability.

Housing stability is also a concern for NCPs —on average 65% of NCP households rent, spending more than 30% of their income on rent, with over a third spending more than half of their incomes on housing. A significant population of NCPs are employed in low-wage occupations— about three in ten workers work in production, transportation and moving occupations, and 28% hold jobs in service occupations. These positions limited opportunities for advancement, inconsistent benefits, unstable wages, and poor working conditions.

Examples of the type of services and assistance that NCPs typically need to obtain employment are as follows:

1. Services for unhoused or individuals experiencing homelessness;
2. Services for formerly incarcerated individuals and for families involved with Juvenile dependencies;

3. Assistance with job search including:
    - Resume writing/interview skillsets;
    - Employment mentors/counselors;
4. Digital literacy and computer skills;
5. Work-Based learning activities to provide experience that will make the clients much more marketable;
6. Entrepreneur/Self Employment training;
7. Certification/Licensing opportunities for various occupations in the local labor market;
8. Educational services such as General Equivalency Diploma (GED) courses; and
9. Vocational English as a Second Language (VESL) training.

As outlined in the California State Plan, the Department of Child Support Services (DCSS) oversees a network of local child support agencies (LCSA) that provide services to the public at the county level. The LCSAs work with parents receiving support, parents paying support, and legally acknowledged guardians to ensure children and families receive court-ordered financial and medical support. The DCSS's mission is to promote parental responsibility to enhance the well-being of children by providing child support services to establish parentage and collect child support, with the vision that all parents are engaged in supporting their children.

Notably, Local Workforce Development Boards and LCSAs can work together to provide supportive services to parent paying support (PPS) to aid job retention by braiding resources and utilizing cross-sector services and funding. This partnership helps to ensure that a comprehensive provision of services is provided to PPS to facilitate successful labor market outcomes and progression into livable wage jobs and careers. By using a more holistic approach, this partnership can help address the barriers to employment for PPS, which positively affects the whole parent receiving support (PRS) family. This partnership provides the framework to assist unemployed and underemployed PPS in gaining and retaining employment to provide children and families with court-ordered financial and medical support. The City will look into the LCSA for resources to identify participants who matched these criteria which is provided to each county.

**Partnership Strategy**

Each AJCC has an on-site team responsible for handling the Child Support/AJCC Referral Program, an unfunded program fully supported by the County’s Child Support Services Department (CSSD) and other AJCC leveraged resources. These programs can direct NCPs to a number of services that meet their needs, including but not limited to housing services, parenting, dispute resolution, and mediation services, mental health, and other resources that support parents. The AJCCs serve as a workforce pipeline, ensuring that NCPs have access to sector-based training, apprenticeships, and employer connections that lead to economic stability. AJCCs support collaboration with LCSAs who have direct access to NCPs.

**FamilySource Centers**
AJCCs will be required to partner with local FamilySource Centers to leverage services for WIOA clients including but not limited to adult education, ESL classes, computer literacy, pre-employment, and employment support, parenting classes, financial education and coaching, and visitation assistance services.

## How the Local Board will coordinate with local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.

As part of a commitment to ensuring equal access and reasonable accommodations, all AJCCs are required to designate a Disability Coordinator that is responsible for assisting individuals with developmental and intellectual disabilities.

A formal collaboration exists between the California Department of Rehabilitation (DOR) and AJCC Disability Coordinators to effectively identify ways to better serve people with disabilities in an efficient and seamless manner. The collaboration includes Disability Coordinators from all 14 local AJCCs and DOR staff, such as Employment Coordinators and Counselors, from the Los Angeles, San Fernando Valley and South Bay areas. Efforts to expand colocation will continue to be encouraged and supported.

Some of the objectives for the collaboration include opportunities to:

1. Leverage Resources: maximize shared funding, tools, and services to enhance program sustainability.
2. Eliminate Service Duplication: streamline processes to ensure efficient and effective service delivery.
3. Continuous Cross-Agency Collaboration: regular information sharing of information and best practices to improve outcomes.
4. Increase Referral Rates: ensure cross-agency referrals between AJCCs and DOR whenever appropriate to expand access to workforce resources and services.

AJCC and DOR staff are cross-trained, ensuring staff members have a general understanding of all resources and services available through each partner. This collaboration occurs bi-monthly and includes anywhere between 30-35 staff members from AJCCs and DOR. Additional partners participating in these meetings include: Certified Work Incentive Counselors, the Social Security Administration, the Employment Development Department, the Braille Institute, Maximus, the Los Angeles County Department of Mental Health, and the City of Los Angeles Department on Disability. Each meeting includes segments for updates, sharing of best practices, and challenges to the collaboration. DOR representatives work on-site at AJCCs and actively attend orientations to provide information on available services. In cases where DOR staff are not present or readily available, AJCC staff facilitates appointments with the local DOR office as appropriate. As part of the City's AJCC integrated service

delivery model, all client orientations include information on working with and supporting individuals with disabilities.

The City also provides ongoing training and support to AJCC staff including, but not limited to: Legacy Disability Training, Customer Service, 'How to' on self-disclosure, and Case Management. Legacy Disability Training focuses on effective practices that enable AJCC staff to provide comprehensive employment services to persons with disabilities. Legacy Disability Training consists of seven online modules and three days of live training. The live training covers Introduction to Disabilities (Cognitive, Mobility, Communication, Vision, Psychiatric, Substance Dependence, and HIV/AIDS). Training also covers Barriers to Employment, Employer Considerations, Customer Service, and case studies with successful outcomes.

City staff and the Local WDB will continue attendance of the active partnership meetings of each Partnership Agreement Partner to better understand and assess the AJCC business outreach and engagement tools, strategies and marketing materials that can be leveraged by the City of Los Angeles to create more opportunities for individuals with developmental and intellectual disabilities.

## How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.

Each LA City AJCC is required to have a Limited English Proficient (LEP) Coordinator to ensure programs are accessible in multiple languages. The LEP Coordinator develops and coordinates the agency's ability to serve people with limited English proficiency. The LEP coordinator holds and shares training for best practices and keeps a list of staff members, including partner staff, who are bilingual. The City's Five-Year Plan explicitly establishes a commitment to have the AJCC system expand enrollment of workforce and education services to English language learners through strategic coordination with AJCCs and Pupil Service and Attendance (PSA) Counselors to identify schools and regions with highest rates of English language learner students.

In addition to addressing the needs of adult language learners, foreign-born adults, and adult refugees, the City recognizes that youth in these categories are at a higher risk of being disconnected from school or employment. The City classifies individuals aged 16-24 who are neither employed nor enrolled in school as Opportunity Youth, a population facing unique challenges for which unique interventions can be leveraged to improve outcomes.

The City will also encourage the AJCC system to connect with the County's DPSS Refugee Employment Program (REP). REP is a program designed to provide employment and training services for eligible refugees and asylums residing in the United States (U.S.) up to five (5) years from date of entry in the U.S. or from the date asylum is granted. The REP Program provides outreach, case management, and placement services to refugees.

Some of the services offered by the Refugee Employment Program include:

1. Orientation and Job Club, a job readiness program;
2. Vocational assessment, basic education, and vocational skills training;
3. Job search;
4. Work experience opportunities;
5. Supportive Services, such as childcare, transportation and school and work-related expenses;
6. Specialized Supportive Services for mental health, substance use disorder, and domestic violence victims; and
7. Post-Employment Services to help those employed retain their jobs.

In addition, other key workforce and community development initiatives leveraged to address the needs of English language learners, foreign born individuals, and refugees can include existing City of Los Angeles programs such as:

**FamilySource Centers**
AJCCs will also partner with local FamilySource Centers (FSCs) to leverage services for AJCC clients including but not limited to adult education, ESL classes, computer literacy, pre-employment and employment support, and other services.

**Day Labor Resource Centers**
Funded by the California 4 All Initiative and other grants, this is an immigrant worker integration model that offers educational opportunities to transition day laborers away from temporary employment, links to various community resources, and increases public safety by providing fixed hiring sites in designated areas of the City where persons can safely congregate to solicit employment from residents and businesses seeking day labor. Services include, but not limited to outreach and job placement, immigration integration and paths to citizenship, employment support, referral to partner resources, and education assistance. The in-kind activities and services provided at Resource Centers can include English as a Second Language (ESL) classes; legal counseling regarding immigration, and employment issues; financial literacy and money management; computer literacy with access to phones and the internet; clothing and food. The day laborers are encouraged to volunteer and participate in various community activities, including community cleanup programs and civic involvement.

**Skill Up Los Angeles**
Skill Up Los Angeles provides employment and training services to eligible CalFresh recipients enrolled in CFET. Services providers offer education programs, classes, or activities that improve basic skills and literacy. Training topics may include but are not limited to Adult Basic Education (ABE), basic literacy, English as a Second Language (ESL), high school equivalency (such as GED, TASC, and HiSET) or high school diploma, vocational training, integrated education and training (IET) and bridge programs, and Career and Technical Education (CTE).

## How the Local Board will coordinate with Local Veteran Affairs, community-based organizations, and other local partners who serve veterans.

**Veterans Overview and Workforce Development Needs**
As of 2023, there were approximately 17.9 million veterans in the United States, of which 1.32 million are California residents. California's veterans have served in a range of military conflicts, from pre-1941 to present-day engagements. Notably, 145,900 of California's veterans served for over ten years during their enlistment periods. Los Angeles has more veterans experiencing homelessness than any other city in the United States. Nearly 3,500 individuals were identified as having served in a branch of the Armed Forces in the 2023 Greater Los Angeles Homeless Count report.

**Partnership Strategy**
Currently, all AJCC orientations include information on working with and supporting veterans. Local AJCCs continue to collocate with or seek colocation with EDD representatives whenever possible, and comprehensive AJCCs have dedicated veteran services employees on-site that coordinate a wide array of services such as employment services, job training, vocational education, supportive services, and participation in community college programs. Such positions include:

1. Veteran Services Navigator (VSN) - conducts a Needs Based Determination (NBD) to identify potential barriers to employment and determine what services the veteran requires to improve their employability.
2. Disabled Veterans' Outreach Program (DVOP) specialist - focuses their efforts on economically or educationally disadvantaged veterans who can reasonably be expected to benefit because of the receipt of individualized career services.
3. Local Veterans' Employment Representative (LVER) - focuses on individualized job development services for veterans. Conducts outreach to employers, assists veterans in job development contacts, conducts job search workshops in conjunction with employers, and establishes job search groups.

All veterans are entitled to receive priority services in job referrals and referrals to training as well as other employment related services. The City of Los Angeles has a Veteran's Service Coordinator (VSC) in the Mayor's Office, responsible for aligning with veterans' service programs. The City's WDS works with the VSC to implement WIOA programs. AJCCs without veteran representatives will also identify veteran-specific resources or establish relationships with community-based organizations serving veterans.

In addition, other key workforce and community development initiatives leveraged to address the needs of Veterans seeking employment or retraining can include existing City of Los Angeles programs such as:

**DACE**
The local area has partnered with LAUSD Division of Adult and Career Education (DACE) collocating DACE's WIOA Navigators within AJCC centers to provide integrated service delivery for AJCC participants. DACE is the largest WIOA Title II provider in California and, as such, is an integral part of the workforce development system in the Los Angeles region, providing skill development services for adults with high barriers to employment including individuals with low literacy, low-income families, veterans, and dislocated workers. In partnership with the City and County Workforce Development boards, DACE strategically aligns training services to be coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.

**HireLAX Apprenticeship Program**
The HireLAX Program actively recruits Veterans and women job seekers. This program provides local Los Angeles residents access to enroll in a comprehensive construction apprenticeship preparation program offered by select public agencies or community partners. Upon completion, program graduates are competitively positioned for placement consideration on a Los Angeles World Airports (LAWA) construction project through its contractors and local craft unions. This 8-week training program prepares participants for a career in construction, including enrollment in a union apprenticeship program or employment on an LA World Airport project. As an incentive for participation, $1,000 stipends are provided to program participants. Enrolled participants also receive work readiness training, case management support, career exploration, and assistance with employment placement.

**GRID Alternatives Greater Los Angeles (GLA)**
GRID Alternatives GLA installs state-funded solar in areas designated by the state as low-income, and climate impacted. They have a paid training program for individuals to learn solar installation and create resiliency centers by installing solar and battery storage on senior centers, community centers, and health clinics, ensuring that vulnerable populations can access services when the power grid goes. This work has not only lowered utility bills and displaced dirtier energy sources, but also provided job training to hundreds of individuals. The program specifically focuses on opportunity youth, military veterans, and formerly incarcerated individuals.

## How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.

In alignment with the California State Plan, the City will seek to collaborate with strategic planning partners to address environmental sustainability and align with the state's carbon-neutral emissions goals. In addition to job quality, worker voice, and equity, California's High Road vision for workforce development addresses issues pertaining to environmental sustainability, particularly climate change. This is based on a recognition that climate change has serious implications for the state's economy and that its impacts disproportionately impact low-income communities and communities of color.

Accordingly, California's transition to a carbon-neutral economy is reshaping whole industry sectors, including the occupations and employment within those sectors, as well as the knowledge and skills required. Through sector-based High Road Training Partnerships, the City will align with the State to consider job growth, job loss, and changes in work associated with environmental change and related policies and investments. As such, special attention must be paid to industry sectors that are on the frontlines of the transition to a carbon-neutral economy (e.g., energy generation and distribution, buildings and construction, vehicle and components manufacturing, and forestry services and agriculture) while ensuring that programs and investments continue to address workforce development economy wide.

Through the Five-Year Plan Path Forward, the City intends to identify high-quality, living wage jobs, registered apprenticeships, paid work experiences and training in the eight key industries previously listed. This sector work will be spearheaded by the WDB, in coordination with EWDD and the Mayor's Office. The following are some of the City's efforts around environment sustainability:

**Los Angeles Workforce Infrastructure Network (LAWIN)**
LAWIN outlines a collaborative structure between representatives of the various public, K-12 and higher education institutions, union locals, industry employers, and community partners supporting quality infrastructure-related careers so that they can consistently communicate, share information, and integrate activities on behalf of City residents. Through LAWIN, the City will conduct a thorough inventory and analysis of the educational, union and community- based infrastructure industry-recognized workforce training programs available to city residents. As currently, there is no established platform that catalogues and distributes information to LA City workforce partners or residents.

The City will partner with the Amity Foundation, the Alliance for Community Empowerment (ACE), the Coalition for Responsible Community Development (CRDC), the LA County Federation of Labor, the Apprenticeship Readiness Fund, and Los Angeles/Orange Counties Building and Construction Trades Councils, AFL-CIO, Los Angeles Community College District (LACCD), LAUSD - DACE (Division of Adult Education), the Miguel Contreras Foundation, New Ways to Work, The Workforce Equity Lab, Watts Rising, and the YouthBuild Collaborative of Southern California.

**BuildLACCD Paid College Internship Program**
This internship program provides students with meaningful opportunities with firms and contractors performing work on BuildLACCD Program projects. The colleges offer low-cost education to a diverse student body. More than 40% of all LACCD students are over age 25 and about 17% are 35 or older. More than 70% of LACCD students are underserved minorities. The Los Angeles Community College District (LACCD) is incorporating sustainability into its $9.6 billion investment in modernizing and renovating its nine colleges in Los Angeles County. So far, LACCD has installed over 10 MW of solar energy resulting in savings of over $10 million. These solar installations provide additional benefits by serving as a living lab for students enrolled in Renewable Energy Programs such as those offered through the Los Angeles Trade-Tech College. Going

forward, LACCD is committed to featuring renewable generation at all its campuses. The LACCD is a pioneer in environmentally responsible construction. Through its $14.9 billion Sustainable Building Program, LACCD is modernizing its colleges and constructing over 40 new structures across the district that will adhere to LEED™ (Leadership in Energy and Environmental Design) standards.

**GRID Alternatives Greater Los Angeles (GLA)**
GRID has installed solar panels at no cost on the homes of almost 2000 low-income families. This work has reduced utility bills, replaced dirtier energy sources, and provided job training to hundreds. GRID has installed solar panels, at no cost, on the homes of almost 2000 low-income families. This work has not only lowered utility bills and displaced dirtier energy sources but also provided job training to hundreds of individuals. In 2021, GRID served 3,439 households and 30 community facilities, which provided families and organizations $125 million in lifetime savings while avoiding over 320,000 tons of carbon emissions. In 2023, the program had 505 workforce program participants, with 38 joining the GRID's SolarCorps Fellowship apprenticeship program, and 147 job placements. The program specifically focuses on opportunity youth, military veterans, and formerly incarcerated individuals. Its Solar Jobs Second Chances initiative has helped 200 reentry individuals gain skills and employment after release from incarceration.

**The Green Janitor Education Program (GJEP)**
GJEP addresses the increasing sustainability and health requirements of commercial businesses and campuses. This program offers benefits to property owners, custodial staff, and occupants, all while ensuring adherence to environmentally friendly cleaning protocols. The Green Janitor Education Program, sponsored by Service Employees International Union (SEIU) — United Service Workers West, Building Skills Partnership, Building Owners and Managers Association of Greater Los Angeles, and U.S. Green Building Council — Los Angeles trains and empowers janitors to become active sustainability advocates in their workplace and community. The GJEP curriculum, which is also accessible in Spanish, is centered on improving building operations and maintenance procedures. Participants who successfully complete the GJEP program earn accreditation in green building cleaning practices, enabling them to meet the latest sustainable and health-related building standards.

**L.A. River Rangers**
L.A. River Rangers provides a 12-month, full-time work opportunity for Angelenos 18-26 with an interest in cleaning, beautifying, and maintaining public areas along the Los Angeles River. Multiple work crews are assigned to conduct critical maintenance and operation services for specific stretches of the LA River's public spaces, in addition to facilities management and community engagement. Each participant works alongside a supervisor to carry out various maintenance needs such as native plant care, pavement and path care, and removal of trash and other nuisances. At the conclusion of their time with the program, participants can access employment opportunities with agencies that maintain the LA River.

The City plans to internally consolidate the program, currently a joint effort between the Economic and Workforce Development Department, Department of Public Works, and the LA Conservation Corps, to aid with its regular collaboration with LA County, the Mountains Recreation and Conservation Authority, Santa Monica Mountains Conservancy, and US Army Corps.

**The Electric Vehicle Infrastructure Training Program**
This program provides advanced training and certification for over 3,000 electrical workers who install electric vehicle charging infrastructure. The curriculum was developed working collaboratively with automakers, charger manufacturers, educational institutions, utility companies, and electrical industry professionals. These courses are taught at California community colleges via their Advanced Transportation Technology and Energy Program Network, as well as state certified electrical apprenticeships such as the International Brotherhood of Electrical Workers (IBEW) Net Zero Plus Electrical Training Institute located locally. Going forward, the goal is to increase both participation and courses offered through this program to meet the increasing demand caused by a zero-emission transportation transformation region-wide.

**Citywide Comprehensive Economic Development Strategy (CEDS)**
The City will continue efforts to align Workforce Development with Economic Development Strategies. EWDD will continue to emphasize the creation of employment opportunities for disadvantaged communities through the Comprehensive Economic Development Strategy (CEDS) by focusing on key industries in the region and developing and implementing inclusive procurement programs. EWDD will continue to have quarterly systemwide meetings that include BusinessSource, WorkSource, YouthSource centers and incubators to align regional goals and objectives.

A Comprehensive Economic Development Strategy (CEDS) serves as a tool to promote local and regional economic development planning. It does this by establishing goals and identifying local strengths that can be leveraged and barriers that can be overcome to improve inclusive economic prosperity and overall quality of life for residents. The CEDS is a collaborative process that involves the input of key stakeholders, organizations, educational institutions, and private industry to create an understanding of the City's current conditions and future goals. The intensive planning process culminates in strategies with outlined roles and responsibilities among stakeholders to propel the implementation and achieve results over the five-year lifespan of the CEDS.

To complement an updated CEDS, the Los Angeles Mayor and City Council tasked EWDD with updating the Jobs Plan to better assist businesses and promote job creation in the City. Through the CEDS process, the City will define green jobs and seek to include environment sustainability as a guiding principle.

## Section III: WIOA Title I Coordination

This section of the Local Plan describes the strategies for AJCC staff preparation, training, and ongoing professional development to respond to participant needs effectively. It also addresses the services, activities, and administrative requirements established for Local Boards under WIOA Title I.

### Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.

The City will provide staff of the AJCC system training in digital fluency and distance learning. Staff Training in Digital Fluency and Distance Learning will include, but is not limited to:

1. VOS Greeter Kiosk Training
2. Ongoing CalJOBS Training
3. Virtual AJCC Resource Room and CalJOBS Pre-Application
4. Adobe Sign Training
5. Career EDGE Training

### Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.

High staff turnover rates and limited opportunities for professional development pose challenges for maintaining a skilled and experienced workforce. To ensure AJCC staff have the skills necessary to provide high-quality services for all customers, particularly supporting vulnerable populations, the WDB will require Case Manager certification by 2027. The City will establish a system-wide training academy to certify AJCC staff as workforce development professionals.

The City will continue to work with its regional partners to provide the following additional training for its AJCC system:

1. Comprehensive Practices for Working with LGBTQ People Experiencing Interpersonal Violence
2. Trauma-Informed Reentry and Fair Chance Training Series
3. Cultural Diversity Certification Training
4. Virtual Rapport Building with Youth
5. Expectant and Parenting Youth
6. Facilitating Virtual Meetings
7. Substance Use Disorders in Youth
8. Immigrant Community Sensitivity Training
9. Engaging with Clients Remotely: Overcoming Digital Literacy Barriers and Best Practices for Remote Client Case Management
10. Inclusive Workforce Development Specialist (IWDS) Training, formerly known as Offender Workforce Development Specialist (OWDS) Training

11. Los Angeles County Virtual Workforce Training for Inclusive Populations
12. Facing the Past to Design an Equitable Future: What Employers Need to Know
13. The Los Angeles Homeless Services Authority (LAHSA) Problem Solving
14. University of California President's Office – Managing Implicit Bias Series
15. Cultural Sensitivity and Trauma Informed Care
16. Rapid Rehousing and Employment Training- Tools and Supports for Active Engagement of Rapid-Rehousing clients in Employment
17. Mental Health First Aid (MHFA) Training
18. Improving Job Readiness and Retention for Higher Risk Populations

## Coordinating workforce investment activities carried out in the Local Area with statewide rapid response activities.

EWDD's Rapid Response (RR) Unit provides a myriad of Rapid Response and Layoff Aversion activities to the City's businesses and dislocated workers. Rapid Response is designed to minimize and/or mitigate the impact of layoffs on recently unemployed individuals. Through linkages with the U.S. DOL, various divisions of the State of California Employment Development Department (EDD), the AJCC system, and other public and private partners, the RR Unit provides the following services:

**Connection to Unemployment Insurance Programs**
EWDD's Rapid Response (RR) Unit partners with local California Employment Development Department (EDD) Unemployment Insurance (UI) staff to ensure laid-off workers are informed of filing procedures to maintain UI benefits. RR orientations also include information on UI's California Training Benefits provisions, which may extend UI payments while claimants are enrolled in approved training programs. Each AJCC provides electronic linkages to facilitate UI filing and staff is knowledgeable regarding UI programs and procedures. AJCCs host a variety of Reemployment Eligibility Assessments (REA) and Reemployment Services and Eligibility Assessment Appointment (RESEA) workshops presented by EDD wherein WorkSource Center staff are invited to attend and provide information on WIOA services.

**Layoff Transition Services**
The RR Unit provides information on transitional services to employers that have issued layoff notices (required Workforce Adjustment and Retraining Notification Act [WARN] and other, non-WARN notices) and coordinates the delivery of available resources to the affected employees.

**Layoff Aversion/Business Retention**
The RR Unit provides services to businesses at risk of closing or laying off employees to avert or reduce layoffs and to retain businesses in the Greater Los Angeles region. This is done in partnership with economic development and business associations. Activities include:

1. Identifying struggling businesses and connecting them to the resources they need to stay in business;

2. Collecting labor market information to identify industry trends that may be predictors of worker layoffs and maintaining open communication with key local area stakeholders as an “early warning system;” and
3. Identifying the skill sets of workers in declining industries and identifying alternative job opportunities for them in growing industries and referring them to training opportunities as needed.

**Community Outreach**
The RR Unit provides outreach and disseminates information to dislocated workers, local at-risk businesses, marginalized communities, and the unemployed/ underemployed, connecting them to available resources through community events, business organizations, partnerships with community-based organizations, and unions/industry associations.

**Research and Training**
The RR Unit conducts research and participates in training to build team capacity, as well as provides information to jobseekers concerning resource availability, job opportunities, and industry-specific opportunities. These activities are done by tracking the growth and decline of local industry sectors (including via online databases such as EconoVue), understanding the complexities of diverse cultures and demographics, publishing resources to customers, and providing technical assistance to the WDS.

**Disaster Recovery/ Emergency Response**
More recently with the Los Angeles Fire Disasters, the Rapid Response team is hosting daily virtual Wildfire Job Loss Orientations where people can learn about how to access job opportunities, unemployment benefits and healthcare. In addition, people and business owners can get in-person help at WorkSource and BusinessSource Centers across the city. Topics discussed include job opportunities, navigating the unemployment benefits portal and the application process, understanding the State of California Employment Development Department (EDD) requirements, healthcare benefits, and training programs and other services offered by the City of Los Angeles.

## Adult and Dislocated Worker Employment and Training Activities in the City of Los Angeles & Priority of Service Requirements

In conjunction with the customer, each WorkSource Center, through its Integrated Services Delivery (ISD) team comprised of WorkSource Center staff and co-located partner staff such as EDD, an LAUSD Navigator, and/or other strategic partners) shall consider the entire array of career and training services available under WIOA when determining which services to provide. The WIOA Adult and Dislocated Worker formula programs, in coordination with Wagner-Peyser (WP), are pivotal pieces of the one-stop delivery system, which is the foundation of the workforce system. The system provides universal access to career services to meet the diverse needs of adults and dislocated workers. Services received by a WIOA client will vary, based on their needs, informed choice, availability of funds and resources. Determination of necessary career and training services shall be determined through individual assessments completed by ISD teams and shall not be based on receiving prior services.

**Adult and Dislocated Worker Employment and Training Activities**
Local AJCCs provide a wide variety of training opportunities including:

1. Occupational skills training, including training for nontraditional employment.
2. On-the-job training.
3. Incumbent worker training.
4. Programs that combine workplace training with related instruction, which may include cooperative education programs.
5. Training programs operated by the private sector.
6. Skill upgrading and retraining.
7. Entrepreneurial training.
8. Transitional jobs.
9. Job readiness training provided in combination with another training service.
10. Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with another training service.
11. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

The Los Angeles Community College District (LACCD) has nine campuses within the City of Los Angeles and partners with the WDS to develop training that meets the skill needs of local businesses.

Working with the South Bay WDB and its I-Train system, the Local Board provides access to and monitors outcomes of over 400 public and private for-profit schools and colleges, offering over 1,500 training courses through the approved Eligible Training Provider List (ETPL).

**Expanding Access to Priority of Service Populations**
The City targets services to vulnerable populations through its Priority of Service Policy. At minimum, 80% of WIOA Adults served must be individuals with barriers to employment.

The City has launched and/or secured funding for new initiatives focused on priority of service populations including individuals experiencing homelessness, formerly incarcerated, and disconnected young adults (18-30). These initiatives include:

**Los Angeles Regional Initiative for Social Enterprise (LA:RISE)**
In partnership with the Roberts Enterprise Development Fund (REDF), an employment social enterprise philanthropic intermediary, the City created the LA:RISE to provide enhanced transitional employment services to populations with high barriers to employment including individuals experiencing homelessness, individuals with a history of incarceration, and Opportunity Youth. The LA:RISE successfully integrated private social enterprise organizations with public workforce development system partners, personal support providers, and employer partners to assist populations facing significant employment barriers. LA:RISE participants receive a steady paycheck while in transitional employment at a social enterprise along with the counseling, barrier removal support, and training needed to succeed in the workplace from a City

AJCC/WorkSource or YouthSource Center partner. These interventions support participants' progress from transitional, subsidized employment to unsubsidized, competitive employment in the open labor market. Job retention and personal support provider partners provide intensive employment retention services for twelve months after LA:RISE participants have been placed in unsubsidized employment to assist participants who may need additional coaching and mentoring to maintain or advance in employment. Currently, the LA:RISE consists of 11 social enterprises/transitional employment providers, six City AJCC workforce partners, and one specialized job readiness workshop provider.

**Los Angeles Re-Connections Academy (LARCA) 2.0**

The City of Los Angeles is investing up to $30 million in its workforce development system as part of the class action settlement in the case of Rodriguez v. City of Los Angeles, 11-CV- 01135-DMG over four years (June 1, 2017 – December 27, 2021). The settlement was approved by the court in March 2017. Job training, educational and employment services will continue to be made available exclusively to the class members of the settlement via its LARCA 2.0 program model. The LARCA 2.0 is operated by EWDD through its adult AJCC system and through its partners in the LA:RISE program and is sited in communities with disproportionately high concentrations of ex-offenders. The LARCA 2.0 program model includes educational and career assessments, case management, job readiness training, subsidized employment, financial literacy, and job placement services. LARCA 2.0 has implemented a career pathways program linked to pre-identified job opportunities within the City and community-wide employment needs. Participants receive an average of 12 months of services in an 18-month program period.

**Prison To Employment (P2E) Initiative**

The P2E Initiative is a grant program that includes $37 million statewide over three budget years to operationalize integration of workforce and reentry services in the state's 14 labor market regions. The goal was to improve labor market outcomes by creating a systemic and ongoing partnership between rehabilitative programs within the California Department of Corrections and Rehabilitation (CDCR) and the state workforce system by bringing CDCR under the policy umbrella of the State Workforce Plan.

To expand services to the reentry population, the Los Angeles Basin Regional Planning Unit, on behalf of the seven WDBs within the unit, applied for $17 million of P2E funds. In March 2019, the City was notified that the LA Basin RPU was awarded a total of $8.27 million. In January 2020, the City received $2.8 million of these funds awarded to the region. In PY 2023-24, EWDD anticipates receiving an additional $3 million in funds for this program.

The City has now launched five (5) Reentry Hubs in five (5) different communities: South Los Angeles, Watts, Sun Valley, Central Los Angeles, and Boyle Heights. All reentry hubs include a WorkSource Center service provider and a community-based reentry support provider, and partners with both Amity Foundation and CDCR to enroll participants returning from the State prison system. Additionally, reentry enrollment goals are part of every WSC's contract with EWDD.

**INVEST**
Los Angeles County Innovative Employment Solutions Program (INVEST) was designed to address the complex range of employment and supportive service needs justice-involved individuals may have and support them in pursuing their employment and career goals. The INVEST program is a partnership with the Los Angeles County Department of Economic Opportunity (DEO), Los Angeles County Probation Department and the County Office of Diversion and Re-entry (DOR) to prepare individuals currently on Adult Probation for permanent employment along a career pathway. To support INVEST, Probation has invested $4.75 million a year for a period of five (5) years. The City currently contracts two WSCs, the Coalition for Responsible Community Development (CRCD) and Goodwill Industries of Southern California to serve communities in South Los Angeles and the Northeast San Fernando Valley.

**High Road Training Partnerships**
EWDD launched the High Road Training Partnerships (HRTP) grant initiative to develop and expand partnerships that lead to high-paying and sustainable career employment to at least 250 individuals. EWDD's HRTP program follows California's commitment to its own HRTP initiative that is designed to create a more skilled workforce with increased equitable accessibility to high paying jobs in the key industries that are critical to our economic future. Seven currently contracted WorkSource Centers were recommended and approved to provide training and supportive services to enrolled participants across eight sectors starting July 2023.

EWDD proposes to expand the High Road Training Partnership to increase training opportunities in employment sectors that lead to middle-skill employment. The proposed employment sectors include Biotechnology/Biosciences, Advanced Manufacturing, Renewable Energy, Information Technology, Entertainment/Film Industry, and Transportation and Logistics.

**Compliance with State-Issued AJCC Policies**

**Adult Program Priority of Service**
The Local Board has established a Priority of Service Policy. This policy provides guidance and establishes the procedures regarding priority of service for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient served with Workforce Innovation and Opportunity Act (WIOA) adult funds. Priority of service status is established at the time of eligibility determination. Priority does not apply to the dislocated worker population. Veterans and eligible spouses continue to receive priority of service among all eligible individuals. However, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E). As described in TEGL 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.

2. Individuals who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Other individuals not included in WIOA's priority groups.

**WIOA Memorandums of Understanding**
The Local Board has executed Memorandums of Understanding (MOUs) with strategic partners in accordance with WSD 18-12, "WIOA Memorandums of Understanding."

The City of Los Angeles shall renew its MOUs with all strategic partners for the period of July 1, 2025, through June 30, 2028, in compliance with EDD Directive WSD 18-12, which includes infrastructure funding agreements (IFAs) with all partners.

## City of Los Angeles Youth Workforce Investment Activities, Programs, and Strategies

**Youth Workforce Development**
The City's YouthSource system is comprised of 14 centers located city-wide serving youth ages 16-24 with a focus on serving those who face the challenges of being foster youth, youth experiencing homelessness, high school dropouts, probation youth, youth with disabilities and low-income youth.

Through a case management process, centers provide the services and referrals needed to get youth back on a positive track toward attainment of a high school diploma or its equivalent and work skills and knowledge needed to become gainfully employed. Centers offer educational and employment services, as well as supportive services and referrals designed to facilitate youths' successful completion of their goals for advancement. The system features a partnership with LAUSD and co-location of a Pupil Services and Attendance Counselor in each center.

EWDD youth staff provide oversight, monitoring, and coordination of additional special projects, including capacity building and technical assistance for the YouthSource system partners.

To address the specific needs of youth who are individuals with disabilities, the Local Board is strengthening ties with local California Department of Rehabilitation programs. In addition, the National Collaborative on Workforce and Disability's (NCWD) Guide for Youth Service Professionals is under review for possible integration into local youth programs. Additional programs for youth include:

**Hire LA's Youth Program**
HIRE LA's Youth provides job opportunities for Angelenos between the ages of 14 and 24, placing them in a variety of industries. Along with work experience, the program offers training opportunities, career exploration, on-the-job mentoring, work readiness, and financial literacy workshops, and other resources. Specific opportunities are targeted to low-income youth, foster youth, young people from families receiving CalWORKs, as well as youth on probation, youth receiving General Relief, and homeless youth. The program currently provides over $20 million in City, County, and

private funds to enable youth to develop foundational workplace skills and a connection to the workforce. Additionally, Hire LA's Youth includes a Summer Youth Employment Program element that has been a vital component of the Youth Workforce System for well over 30 years in the City of Los Angeles. Youth and young adults between the ages of 14- 24 can earn a paycheck while developing foundational workplace skills and a connection to the labor force.

**HireLAX Pre-Apprenticeship Program**
The HireLAX program is an eight-week construction apprenticeship readiness training program that provides individuals with an introduction to construction careers, career development, stipends and/or paid work experience, and comprehensive supportive services to assist individuals' union construction career job placement opportunities.

**Horizons 32K Strategic Plan**
The Horizons 32K Strategic Plan is a roadmap for Los Angeles' Opportunity Youth, bringing together several youth facing programs and services in the Los Angeles Region. The four-year goal is to reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027.

**LA:RISE Youth Academy**
The City launched an LA:RISE Youth Academy to expand transitional subsidized employment and housing resources specifically to individuals from 18 to 24 years of age experiencing homelessness or at risk of experiencing homelessness. This program will be expanded to serve an additional youth through new funding secured through the California for All grant.

**Californians For All Programs**
In March 2022, the City secured a $53.3 million grant through the California Volunteer Office to provide transitional employment and related career services to more than 4,000 LA's Youth, ages 16-30. Under this program, EWDD added programs such as the Youth and Community Harvest Internship, a six-month work experience internship with Farmer's Markets and non-profit-led urban farms and community gardens. A total of 125 students will explore career pathways in urban farming, food nutrition, and reducing food waste during the three-year program period. Youth will also help design a marketing campaign and strategy to increase the use of CalFresh, the food insecurity sector for Angeleno Corps, and new sectors through Sustainable Economic Enterprises of Los Angeles, FamilySource Center food distribution sites, and L.A. Community Composting. Funds will be disbursed to hire 12 youth to maximize the output of community gardens while they receive on-the-job training and work experience to develop community composting sites as part of the City's healthy soils strategy to support urban agriculture.

**Angeleno Corps**
Launched in August 2021, the Angeleno Corps is a 10-month intensive service, support, and education program for Los Angeles youth that is designed to engage young Angelenos from City neighborhoods that are most impacted by the COVID-19 pandemic. This program provides youth, ages 16-24 with 10-month long-internships with community- based organizations in the fields of healthcare, early childhood

education, immigration, and information technology. Additionally, EWDD proposes to launch a new Angeleno Corps program, “Angeleno Corps: Homeless and Reentry Initiative,” to provide long-term 10-month internships to housing insecure, high-barrier youth in key employment sectors.

**Student to Student Success Program**
The Student-to-Student Success (S2S) program offers compensation, skills training, and career exploration to 400 high school students who provide academic support to younger students in their household or at a nearby elementary school. Developed during the COVID-19 pandemic, S2S aims to support learning and academic achievement in high-need households and underserved communities, while simultaneously connecting youth tutors with paid work experience. The youth tutors work up to a maximum of 140 hours at $17.27 per hour, entailing 20 hours of job skills and professional development training and up to 120 hours of direct academic support over one semester. Each S2S tutor works directly with at least one younger student living in the same household after school and/or on weekends or works in-person at a nearby elementary school supporting afterschool programs.

**Certified Peer Specialist Demonstration Project**
Funded by The Youth System, in partnership with the Youth Development Department, the Certified Peer Specialist Demonstration Project trains up to 70 YSC program participants in mental health counseling. The goal is twofold: 1) to develop peer counselors that work with other Youth system program participants in need of mental health services through both group counseling and advocacy, and 2) to create an entry point into the mental health and Medi-Cal reimbursable career pathways. The initial cohort for this project launched with 16 youth participants in February 2024.

**ReLAY Institute**
The ReLAY Institute is a partnership between the five (5) California State Universities serving the greater Los Angeles region (CSU5), the Los Angeles County Department of Economic Opportunity (DEO), and the City of Los Angeles Economic and Workforce Development Department (EWDD). Its purpose is to create sustainable systemic change that will provide improved education, employment, housing, and health and well-being outcomes for disconnected youth (16-24) throughout the Los Angeles Basin. These goals will be achieved by increasing knowledge and analytic capacity, capturing and sharing data, identifying best practices, disseminating innovation, fostering networks, and catalyzing and facilitating collective action and leadership that builds and strengthens the capacity of public systems, nonprofits, and other service providers. The ReLAY Institute strengthens the capacity of public systems to provide wraparound services to improve education, employment, and social outcomes specifically for youth who have dropped out, are unemployed, or are homeless.

**Student Engagement, Exploration, and Development in STEM**
EWDD proposes to establish the Student Engagement, Exploration, and Development in STEM (SEEDS) Program. The SEEDS program is a partnership with the Youth Development Department (YDD) and the University of Southern California (USC) that employs low-income STEM students from local colleges to provide mentorship support, academic assistance, and hands-on enrichment activities at the USC Campus and

remotely in the areas of science, technology, engineering, and mathematics to underserved elementary school students.

**City Pathways for Youth**
The City Pathways for Youth program provides 75 young people between the ages of 16-30 years old with the opportunity to learn about careers in the City of Los Angeles' Recreation and Parks Department. Interns are placed at recreation centers and park sites across the city, working alongside recreational and maintenance professionals to create a welcoming environment for the local community. Participants earn $17.28 per hour and can work up to 750 hours under a flexible, part-time schedule. The program also serves as an entryway into City employment for youth interested in public service.

**Summer Night Lights**
The Summer Night Lights Expansion program will hire 80 young people ages 16-24 to coordinate activities at 11 City parks and recreation centers with extended hours to provide youth and families with fun gathering spaces during the summer months. SNL interns live within the surrounding community and work with City employees to create programming that addresses the needs and interests of local residents. Participants work 16-40 hours a week, for up to 480 hours total, and earn the City's minimum wage of $22.00 per hour.

**Early Childhood Education Student Advancement Program**
The Early Childhood Education Student Advancement Program is an internship and mentorship program for students enrolled in a post-secondary educational institution majoring in the child development (or closely related) field. Two hundred (200) students between the ages of 18-30 will receive training in child behavior and psychology, communication, and problem-solving, along with one-on-one mentorship support and leadership development. Participants will be paid a wage of $17.28 per hour over a combined total average of 130 hours of paid work experience and training/mentorship.

**Evolve Entertainment Fund**
The Evolve Entertainment Fund is an alliance between the City of Los Angeles, industry leaders in entertainment and digital media, non-profit organizations, and educational institutions. It is dedicated to building career pathways into film, television, and music for women, people of color, and low-income Angelenos through paid internships, focused mentoring, and an ongoing series of workshops and panels.

**Clean L.A.**
Clean L.A. is a 12-month, full-time employment program for 50 young adults between the ages of 18-30 to help clean and green the City of Los Angeles as a pathway to a full-time career. Participants earn a wage of $18 per hour with benefits as full-time employees. Past program graduates have been successfully hired as maintenance laborers with the City's Bureau of Sanitation and Bureau of Street Services as a pathway to city employment.

**L.A. River Rangers**
L.A. River Rangers provides a 12-month, full-time work opportunity to 43 young Angelenos with an interest in cleaning, beautifying, and maintaining public areas along

the Los Angeles River. Angelenos between the ages of 18-26 are eligible to participate and earn $18 per hour. Multiple work crews are assigned to conduct critical maintenance and operation services for a specific stretch of the LA River's public spaces, in addition to facilities management and community engagement. Each participant will work alongside a supervisor to carry out various maintenance needs such as native plant care, pavement and path care, and removal of trash and other nuisances. At the conclusion of their time with the program, participants can access employment opportunities with agencies that maintain the LA River.

**L.A. Community Composting and Food Recovery**
Designed as part of SB 1383, L.A. Community Composting and Food Recovery is an 850-hour job program that will hire 15 Angelenos between 18-26 years old to maintain community composting sites and gardens, manage surplus food and food scraps, and prevent edible food from becoming waste. Participants are paid $17.27 per hour and trained in compost and soil management, native plants and species, OSHA 10, CPR/first aid, and other job readiness skills. Work crews support local food banks and food suppliers to deliver edible food to households facing food insecurity, diverting thousands of pounds of food waste from landfills as a result. This program provides hands-on skills development in an outdoor setting and offers opportunities to gain career certifications in the sustainability/green jobs sector.

**Youth & Community Harvest Program**
The Youth & Community Harvest Program offers work experience and professional development to youth and young adults, ages 16 to 30, who are passionate about addressing the issue of food insecurity. A total of 42 participants will receive a bi-weekly stipend of $480 for a maximum of 200 hours of internship service with community-based organizations that lead urban farms, community gardens, and farmers markets in under-resourced neighborhoods.

**Teen Parent Prosper Program**
The Teen Parent Prosper Program provides part-time employment to 25 pregnant or parenting teens (ages 16-19), combining work experience through the City's YouthSource Centers and wraparound services through the City's FamilySource Centers. Participants will receive paid work experience and enhancement services for 600 hours of job training and work experience). Participants will be paid the City minimum wage of $17.27 per hour and will be offered a variety of Youth Service Corps internships, including but not limited to customer service at the FamilySource Centers. Supportive services include childcare assistance to support employment, financial literacy education, and parenting and child development workshops. The program also leverages existing city-funded programming that connects young parents to educational opportunities, such as earning a high school diploma or enrolling in college or a certificate program.

**Digital Ambassadors**
Digital Ambassadors are HACLA resident leaders between the ages of 18-30 who support their communities in addressing the digital divide. The program includes 42 participants are paid $20.00 per hour to assist low-income and senior households with acquiring low-cost internet or digital devices and navigating online resources such as

virtual learning, employment opportunities, and telehealth services. Digital Ambassadors complete a minimum of 120 hours training and 280 hours of work experience over six months, and Lead Ambassadors will have the opportunity to work part-time (500+ hours) for a full year.

**Youth Small Business Corps**
A collaboration between the Workforce Development Division and the Economic Development Division, the Youth Small Business Corps aims to connect youth to small businesses in their neighborhoods. The pilot of this paid internship program will provide youth with real-world experience in their fields of study and exposure to the BusinessSource Center system.

**Operation Flame Wildland Firefighter Academy**
The Operation Flame Wildland Firefighter Academy will provide general training and work experience to prepare low income and justice impacted Los Angeles City residents for entry-level positions in wildland firefighting. Operation Flame Wildland Firefighter Academy will enroll 50 program participants who will complete 320 hours of training and work experience preparation during an 8-week period. Upon successful completion of the training program, trainees will receive a $4,000 stipend.

**Vision Lab**
The Vision Lab, a digital inclusion program, will partner with other youth systems and community-based organizations to provide technology-based courses and mentorship to youth and adults in Los Angeles, and will prepare participants with the skills necessary to pursue technical careers. For aspiring entrepreneurs, the Vision Lab program will offer entrepreneurship training to youth and adults. The goal is to support aspiring entrepreneurs in developing projects to close the digital divide. The third component of Vision Lab is the Small Business Modernization project, which focuses on the delivery of community workshops and the partnering of trained program participants to support small businesses' transition to operating in the digital world.

## The entity responsible for the disbursal of grant funds as determined by the Chief Elected Official (CEO) or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

**Grant Fund Management**
Per the Workforce Development Board and Local Elected Officials (WDB-LEO) Agreement, the City is designated as the grant recipient and fiscal agent under the terms of WIOA. The Economic and Workforce Development Department (EWDD) is designated as the WIOA Administrative Entity for the City of Los Angeles.

**Award of Sub-Grants and Contracts for WIOA Title I Activities**
EWDD, as the administrative agent of the Local Board, has established guidelines for the procurement of services. The purpose of these procedures is to ensure that all EWDD administered program services are procured in accordance with established federal, state, and local guidelines, and that all procurement is conducted in an ethical,

legal, consistent, and timely manner. These procedures serve as guidelines both for EWDD and for EWDD-funded contractors.

To view EWDD's adopted Contracting and Procurement Policy and All Policies, please visit https://ewdd.lacity.gov/images/reports/ap25/APy25_Tab6-Policies.pdf.

## How the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider.

**AJCC Operator Procurement**
EWDD procured its current list of operators through a competitive Request for Proposals (RFP) for America's Job Center of California (AJCC) Operators. The RFP details the roles, responsibilities, and deliverables of the AJCC/One-Stop Operator, including:

1. Developing a collaborative partnership with other entities (described in the RFP) to provide a comprehensive array of services. This includes coordinating and facilitating the collocation within the AJCC of collaborators.
2. Procuring and ensuring the timely execution of any subcontractor agreements including all applicable City terms and conditions.
3. Providing responsible leadership to secure the resources and personnel necessary to ensure effective program performance.
4. Coordinating the AJCC's daily operations with collaborators to ensure maximum provision of services during traditional and non-traditional hours.
5. Managing the program operations.
6. Performing annual fiscal reviews and programmatic audits of any subcontractors.
7. Preparing written monitoring reports for any subcontractors that, at a minimum, identify successes and/or problems; making recommendations for quality improvement; and if applicable, requiring a corrective action plan to address findings.
8. Providing ongoing technical assistance and support to collaborators and/or subcontractors.
9. Providing written notice to the City of any program or fiscal issues in accordance with City guidelines.
10. Complying with City initiatives, policies, and guidelines, including information bulletins, instructions, directives, and site-visit reports.
11. Complying with EDD Workforce Services Directive No. WSD 23-05 dated January 26, 2024. All contracted operators will be required to receive AJCC Certification.
12. Supporting Lay-off Aversion, Veterans' Gold Card, and any other programs designed to assist workforce operations.

**Review and Selection Process**

1. All accepted proposals are reviewed to determine that the minimum eligibility requirements are met. Ineligible proposers are informed in writing. All eligible

WSC proposals are reviewed, scored, and ranked within the proposed city region of service.

2. All eligible proposals are reviewed for costs that were reasonable, allowable, necessary, and competitive, as measured by a review of the line-item budget, the program design, and its competitive standing as compared to all other proposals.
3. A minimum score of 70 is required to be considered for funding. However, a score of 70 or more is not a guarantee of funding. In addition, a high score does not necessarily guarantee funding. Proposals with a score of 70 or greater that are not recommended for funding are placed on a List of Qualified Adult WorkSource Replacement Operators.
4. Proposers are notified in writing about funding recommendations and results of the RFP and procurement appeals process.
5. EWDD proposes funding recommendations to the WDB. The WDB considers EWDD's recommendations during a public meeting and reviews EWDD's recommendation in making its decision. The WDB's funding decisions are submitted to the Mayor and City Council for further consideration.

**YouthSource Center System**
The YouthSource System was procured in 2022 using a Request for Proposal selection process using the same review and selection process noted above.

**Current YouthSource Center Providers include:**

1. Catholic Charities of Los Angeles, Inc. - South Los Angeles
2. Coalition for Responsible Community Development - South Los Angeles
3. El Proyecto del Barrio, Inc. - Van Nuys & North Hollywood
4. El Proyecto del Barrio, Inc. - Pacoima/North Valley
5. Goodwill Industries of Southern California - South Valley
6. Los Angeles Brotherhood Crusade, Inc. - South Los Angeles
7. Managed Career Solutions - Harbor
8. Para Los Niños - Central Los Angeles
9. Para Los Niños - East Los Angeles
10. Regents of the University of California - West Los Angeles
11. Regents of the University of California - Central Los Angeles
12. Watts Labor Community Action Committee - South Los Angeles
13. LA Youth Opportunity Movement (YOM) - Boyle Heights (East)
14. LA Youth Opportunity Movement (YOM) - Watts (South)

**WorkSource Center System**
A new WorkSource Center system of operators is currently being procured by the City. The America's Job Center of California$^{SM}$ (AJCC) Adult and Dislocated Worker System, locally known as the WSC System, was last procured in 2018.

**Current WorkSource Center Providers include:**

1. Boyle Heights/ East LA: Managed Career Solutions, SPC.
2. South Valley: Arbor E&T Equus Workforce Solutions
3. West Adams: Asian American Drug Abuse Program, Inc.

4. Vernon Central / LATTC: Coalition for Responsible Community Development
5. Sun Valley: El Proyecto del Barrio, Inc.
6. Northeast Los Angeles: Goodwill Industries of Southern California
7. Northeast San Fernando Valley/Pacoima: Goodwill Industries of Southern California
8. Watts / Los Angeles: Housing Authority of the City of Los Angeles
9. West Los Angeles: JVS SoCal
10. South Los Angeles: UAW-Labor Employment and Training Corp.
11. Hollywood: Managed Career Solutions, SPC.
12. Downtown / Pico-Union: Pacific Asian Consortium in Employment
13. Southeast Los Angeles: Watts Labor Community Action Center
14. Replacement Operator for Wilshire Metro WSC: AADAP, MCS Hollywood, PACE

To incorporate the recommendations of the WSC/AJCC System Evaluation and the Mayor's Five-Year Workforce Development Strategic Plan and other workforce development strategic efforts completed at the end of program year 2023-24, EWDD is administering the WSC/AJCC System procurement process in two phases. Phase I: A Request for Qualification (RFQ) was released January 2024 to establish the qualified list of proposers before issuing the full Request for Proposal (RFP). The RFQ focus was on the applicant's demonstrated ability. Phase II: An RFP is to be implemented after the System Redesign has been finalized and approved by the WDB. Only the pre-qualified list of proposers will be invited to participate in Phase II to submit an AJCC Operator RFP proposal focused on the proposed Program Design, Cost Reasonableness and Leveraged Resources, and Facility Site Readiness. During the December 10, 2024 meeting of the Board, the WDB approved the recommended List of Qualified AJCC Operators (25 applicants) that resulted from the RFQ. The new system is anticipated to be implemented during PY 2025-26.

# Appendices

1. Stakeholder and Community Engagement Summary
2. Local Plan Public Comment
3. City of Los Angeles WDB Signature Page
4. AdvantAGE LA Strategic Plan
5. Horizons 32K Strategic Plan
6. Los Angeles Workforce Infrastructure Network (LAWIN) Concept Paper
7. City of LA Five-Year Workforce Development Strategic Plan

## Appendix 1: Stakeholder and Community Engagement Summary

The development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations as well as WIOA core, required, and strategic program partners. Utilizing input from the communities themselves will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment.

Stakeholders participating in the planning processes should include, but are not limited to, employers, labor organizations, education partners, human services and housing partners, as well as community-based organizations that provide services to target populations such as the following: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

| Mode of Outreach | Target of Outreach | Summary of Attendance | Comments |
|---|---|---|---|
| Public Meeting | All local stakeholders | A total of 21 community members were in attendance at the in-person forum. | The Changing Landscape of Jobs and the Economy (December 4th, 2024) |
| Zoom meeting | All local stakeholders | A total of 26 community members were in attendance at the virtual forum. | Opportunities and Challenges for the Workforce Development System (December 12th, 2024) |

## APPENDIX 1: PROGRAM YEAR 2025-2028 WIOA REGIONAL AND LOCAL PLAN COMMUNITY AND STAKEHOLDER ENGAGEMENT FORUMS

In preparation for the Program Year 25-28 Regional and Local Plans, the City of Los Angeles Economic and Workforce Development Department (EWDD) scheduled two Community and Stakeholder Forums to hear from employers, worker representatives, WIOA core partners, and strategic state program partners on how the workforce development system (WDS) could be improved. The first in-person forum focused on "The Changing Landscape of Jobs and the Economy" while the second virtual forum covered "Opportunities and Challenges for the Workforce Development System." Moderated by Regional Plan Consultant David Schindler, attendees of both forums were afforded the opportunity to provide public comment. The next section provides summary notes of the public comments received during the sessions held on December 4th, 2024 and December 12th, 2024.

**In-Person Forum: The Changing Landscape of Jobs and the Economy**
*December 4th, 2024*

A total of 21 community members attended the in-person forum.

Marcos Serpa, South Valley WSC: Expressed concern for the change in cost of living, increasing rents in Los Angeles, and the challenge to find employers that pay higher wages to connect with job seekers. Consultant David Schindler emphasized the need to prioritize investment in placing people in self-sufficient, living wage jobs.

Amber Chaplan, UNITE-LA: Highlighted the disconnect between higher paying jobs and careers as well as the challenge in getting participants access to those jobs. She noted that WorkSource Centers and the education system may be antiquated and ultimately unprepared to support the demand for core competencies in the new job economy. Consultant David Schindler indicated closing this gap involves mobilizing the LA region to engage employers collectively in addition to working to bring together the employers, training providers, and colleges to help meet the needs of industry. He also mentioned that it is the job of the WDS to understand and stay up to date with the rapidly changing requirements of careers by using current information and leveraging sector partnerships.

Robert Zardeneta, Los Angeles Urban League: Emphasized that the WDS has a strong ecosystem, but there is still the issue of individual organizations working in isolation. He expressed concern about the disjointedness between industry, academia, and municipality paired with the demand for more training programs that lead to pathways in quality jobs. David Schindler acknowledged the need for partnerships with industry about development, but also stressed that the WDS should align skills of workers to the needs of industry, rather than make presumptions about workers in LA.

Arthur Monreal, Goodwill Industries: Brought attention to an example of collaboration between business and education in the development of a high school machinist manufacturing program at LAUSD. While this may not directly improve numbers at WSCs, they still contribute to the goal of building relationships between workers and

industry. Consultant David Schindler validated the importance for workforce professionals to create awareness of industry availability for the job seeker. Arthur then inquired about the post-pandemic mental health awareness approach to workforce development. David expressed the need for a stronger partnership with behavioral health to put mental health and interpersonal skills at the forefront.

Adrineh Terantonians, Hospitality Training Academy, Unite Here Local 11: Added to the conversation regarding the siloing of the WDS; proposed the WDS should work in a more integrated fashion with transportation, housing, and EDD for a holistic, narrative approach to workforce development.

Adrineh later continued by pointing out the disconnect between training providers and industry due to the periodic nature of yearly workforce and industry trend reports. If the goal is to connect job seekers with quality apprenticeships, then there should be apprenticeship navigators at AJCCs that are keeping up with industry trends and needs. In response, David Schindler agreed that apprenticeship navigators would be constructive; in tandem with the new model for intaking participants, job seekers would ultimately be better serviced because both training and job search begin on day one.

Jonae Watts, People Assisting The Homeless: Raised concern about educational challenges and the lack of career development within marginalized communities. She also mentioned the need to reorient the AJCC system goals to be people and service based–rather than numbers based–due to the inability of numbers to tell the stories of those with disabilities and mental health challenges. In affirming the struggle of the WDS to break out of siloes, David Schindler underscores that regional strategy should work to identify where models exist in our communities for successful, evidence-based strategies and emphasize soft understanding for mental health affected individuals.

Jonae later stressed the need for older workers to find work and supplement social security due to increasing cost of living; older workers often look for age-appropriate part-time work through connections in the WSC. Consultant David Schindler accentuated the role of business partnerships to serve older worker clients. To combat the barriers faced by older workers, WSCs must realize how to remarket their skills and talents to find a good fit.

Julio Cruz, Boyle Heights YSC: Mentioned the desire of YSCs to be intentional about the services provided and the participants served. David Schindler reinforced the fact that relationships with businesses must be prioritized to best connect job seekers.

Adaena Aviles, Boyle Heights YSC: The school system has yet to catch up with technological advancements; she observed a lack of mentorships for first generation, low-income college students and recent graduates.

Gene Chan, Chinatown Service Center: Discussed the approach to assessing individuals, meeting them where they are and the challenge in deciding when to refer to workforce services. On the topic of services for immigrants and English language

learners, Gene described the difficulty that the WDS has with building careers and empowering these communities to not settle for entry level jobs. WSCs should be better equipped to aid in both urgent job needs and long-term career steps. She hopes to see more WSCs adopt models within greater community service organizations where participants can access multiple services within one building.

Kennedy Joseph, REDF: Spoke to the over-focus of WSCs on putting aging and justice impacted participants in jobs and not thinking about the bigger picture. WSCs need to give these individuals the tools for job growth and career skills.

Azin Ghourghian, EWDD: Commented from experience working on CTE with LAUSD; there are challenges to implementing CTE because staff is regarded differently from the rest of the teaching body and underpaid in LA. Consultant David Schindler agreed that the WDS should be better at recruiting vocational trainers, noting that there is a lack of pay incentive in training and pay is usually better staying in their respective industry.

**Virtual Forum: Opportunities and Challenges for the Workforce Development System,** *December 12th, 2024*

A total of 26 community members were in attendance of the virtual forum.

Allan Coleman, CSU Dominguez Hills: Questioned the extent to which the LA WDB is in contact with other cities in regard to learning new tactics and techniques. Asked what we could learn from other municipalities such as Seattle, where they are currently handling mass layoffs from Boeing. Consultant David Schindler asserted that WBDs in LA are a part of national associations where they have a platform to obtain and share information indirectly.

Allan later inquired about the bottom line WSC measurement performance measures and where those statistics are accumulated from. EWDD and David Schindler informed him that there are two broad performance measures, employer placement and skill training, and most statistical information comes from CalJOBS, among other sources.

Robert Zardeneta, Los Angeles Urban League: Shared that the State of California has a lot of dislocated worker (DW) funding that goes unspent. These resources are being underutilized and as a system we can be more strategic to enroll DW into programs. He also highlighted the issue of siloing in LA County and the need for less competition and more information sharing between organizations. The WDS should be strengthening pipelines from training programs to job opportunities. Consultant David Schindler pointed out that dislocated worker funds are available to boards but do go unspent or are converted. Now that there is an uptick in layoffs, DW resources may be under-expended.

EWDD staff furthered the discussion on resource sharing by asking what sharing platforms already exist and where organizations go for Labor Market Information data. Consultant David Schindler added that LinkedIn makes relationships with local workforce boards and has information about green jobs and other market information.

Alphonso Reed, Southeast WSC: In regard to unspent DW spending, Alphonso noted that as a system, WSCs fall short on DW enrollments due to difficulty finding and attracting dislocated workers. David Schindler reiterated the usefulness of partnerships with EDD to connect people and make them aware of WSC services.

James Marsh, Goodwill of Southern California: Commented on the need to have considerations for short-term versus long-term training and job versus career planning when providing job placement and training services to program participants.

Claudia Aceves, Goodwill of Southern California: Mentioned the WDS should also consider the impact of AI on jobs and careers and modernizing our system to be ready for a changing workforce landscape.

Aaron Saenz, LAUSD Adult and Career Education: Expressed how great it was to see WorkSource and YouthSource Centers work together recently at the DACE combined partnership meeting on December 11th, 2024. Sometimes it is a challenge to engage employers because meetings occur during business hours which conflicts with employers participating at times.

EWDD staff opened the floor to input on what strategies have worked for building partnerships and building credibility with employers. Aaron Saenz indicated difficulty with having employers come into meetings because they are during working hours. Alphonso Reed revealed his team engages employers by offering something–customized training, meeting spaces for their events–to lure them in. He asserted that it's important to emphasize that WSCs do everything an employment agency does, but instead doesn't charge fees, pays half their salary, and job seekers are less likely to leave if hired. Some organizations found it helpful to offer On-the-Job training (OJT) to employers as an incentive to hire program participants. OJT allows AJCC's to reimburse employers up to 50% of an employee's wages for an established period. It is also helpful to offer meeting space and establish rapport with employers so that they keep coming back. EWDD shared that the City was recently approved for an OJT waiver that allows up to 90% reimbursement to an employer for hiring program participants, which can be helpful in placing vulnerable populations, such as justice-involved, homeless, and older workers.

EWDD staff also opened conversation to the topic of tax credits for employers as a WSC selling point. From experience, Alphonso Reed noted that they sometimes work if the employer is already familiar with them, but seeing the paperwork can be off-putting.

EWDD staff expressed hope for a more robust infrastructure for creativity in the WDS. There is a need to build infrastructure to better triage the needs of workers and pool resources effectively.

# CITY OF LOS ANGELES
# WORKFORCE DEVELOPMENT BOARD
# LOS ANGELES BASIN REGIONAL PLANNING UNIT
# PROGRAM YEARS 2025-2028 REGIONAL PLAN
# COMMUNITY AND STAKEHOLDER FORUM MEETING
# RAMONA HALL COMMUNITY CENTER

**Wednesday, December 4, 2024**
**9:00 AM**

**Ramona Hall Community Center**

**4580 North Figueroa Street, Los Angeles, CA 90065**

## AGENDA

1. Introduction: The Changing Landscape of Jobs and the Economy
2. Regional Workforce Plans
3. Background
4. Discussion Questions/ Community and Stakeholder Forum:

   1. Compared to a decade ago or even more recently, what changes are most prevalent in the regional economy?

   2. How are changes in local industries and businesses affecting the types and availability of jobs?

   3. What impact are economic changes having on workers and individuals looking for work?

   4. What changes do economic trends suggest for workforce development and skills training programs?

   5. Please also share other thoughts you have concerning the changing landscape of jobs and the economy.
5. Closing/ Q&As

**PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS**

The public will have an opportunity to address the Board on any agenda item at the time the item is considered. Members of the public who wish to speak on any item are requested to complete a speaker card for each item they wish to address, and present the

completed card(s) to the designated personnel of the Board. Speaker cards are available at the sign-in table at the back of the meeting room. Documents/reports on agenda items are available on the Board's website and may be distributed at the meeting. For updated meeting schedules please visit www.wiblacity.org. For more information call 213-744-7164.

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities. Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, your request should be received at least 72 hours in advance of the need. The TTY: 771.

For more information please contact us at 444 S. Flower Street, 14th Floor, Los Angeles, CA 90071.
Phone: 213-744-7164 www.wiblacity.org

# CITY OF LOS ANGELES
# WORKFORCE DEVELOPMENT BOARD
# LOS ANGELES BASIN REGIONAL PLANNING UNIT
# PROGRAM YEARS 2025-2028 REGIONAL PLAN
# VIRTUAL FORUM

**Thursday, December 12, 2024**
**3:30 PM**

**https://us02web.zoom.us/meeting/register/tZUscuCpqTMoEtU3Yw65Irwo5uunArt6Gljj#/registration**

## AGENDA

1. Introduction: Opportunities and Challenges for the Workforce Development System
2. Regional Workforce Plans
3. Background
4. Discussion Questions/Community and Stakeholder Forum:
    1. Considering the regional economy and industries that are contributing to growth and prosperity, what opportunities exist to help workers develop necessary skills and otherwise prepare for jobs with current and projected demand?
    2. What strategies should workforce system agencies employ to better understand generational and evolving needs of workers?
    3. What are the greatest obstacles for individuals looking to prepare for “good jobs?” Are there strategies that the workforce system could use to minimize or eliminate these obstacles?
    4. As businesses continue to face recruitment and hiring challenges, are there strategies that the workforce system could implement to lessen these difficulties?
    5. Please also share other thoughts you have concerning workforce development opportunities and challenges.
5. Closing/Q&As

**PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS**

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## APPENDIX 2: CITY OF LOS ANGELES LOCAL PLAN PUBLIC COMMENT

### SUMMARY

There were no public comments to the posted draft version of the City of Los Angeles' Workforce Development Board's (WDB) PY 2025-28 WIOA Local Plan during the 30-day public comment period which closed on Friday, April 11, 2025.

### BACKGROUND

The Local and Regional Workforce Development Plans outline workforce development strategies and are separated into Local Workforce Development Plans and the Los Angeles Basin Region's Workforce Development Plan. The plans summarize administration, program budgets, program goals, and service strategies for a stated period. The Local Strategic Workforce Plans align with the State of California Workforce Development Board's Strategic State Plan for California's Workforce Investment system.

Local Workforce Plans translate regional objectives into local operational actions by describing how individuals access services through the City of Los Angeles' Workforce Development System. The Economic and Workforce Development Department, in consultation with the City's Workforce Development Board and input from the community, produces the Local Plan every four years. The Local Plan guides workforce development through objectives like addressing poverty, promoting equity, and fostering income mobility that defines employment, training and supportive services for job seekers, dislocated workers, youth and young adults.

The Local Plan was posted in accordance with WSD24-09, "Regional and Local Planning Guidance for PY 2025-28" dated December 20, 2024. The directive states: "Local Boards must provide a 30-day opportunity for public comment prior to submitting the Regional and Local Plans. Any comments that express disagreement with the Regional or Local Plans must be included in the final submission."

On March 12, 2025, the Economic and Workforce Development Department (EWDD), acting on behalf of the WDB, posted a draft version of the Local Plan to the EWDD website at https://ewdd.lacity.gov/index.php/wioa-lwp-25-28, with a link to the Local Plan also on the WDB website at https://www.wiblacity.org/. The public was instructed to submit comments by email to EWDD.Planning@lacity.org by 5:00pm (PT) on Friday, April 11, 2025.

## APPENDIX 3: City of Los Angeles WDB Signature Page

# Appendix 4:
# AdvantAGE LA Strategic Plan

# AdvantAGE LA:

## A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA

2024

CAUSE IMPACTS for greater good.

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## ACKNOWLEDGMENTS

Thank you to all of the people who dedicated time and resources to the creation of this plan. This plan is an amalgamation of hundreds of conversations, hundreds of Older Adults' perspectives, and dozens of hours of working group sessions. Thank you to everyone who provided your time and valuable insights to the research team at Cause IMPACTS. We especially want to thank all of the Older Adults who took the survey, participated in a focus group, or shared your personal experiences. We hope this plan carries the intention of your words and the strength of your collective experiences.

**Carolyn Hull**
**General Manager**
**Economic and Workforce Development Department**

## Dear Angelenos,

**It is my pleasure to introduce this plan to support Older Workers. The plan represents a significant effort that the Economic and Workforce Development Department has undertaken to proactively address one of our eight key strategic initiatives: increase employment opportunities for Older Adults—55 years and older—by creating systems that promote training and employment.**

Enclosed you will find a comprehensive report outlining the need for such a plan and detailed strategies for hiring, retaining, and advancing Older Workers across the Los Angeles region. As the landscape of our labor market and workforce continues to evolve, there is an economic and social imperative for our workforce system to embrace the valuable contributions of workers of all ages. At the heart of this effort is a commitment to equity by ensuring Older Adults 55+ have access to meaningful workforce opportunities and the necessary resources to thrive in the workplace.

Over the past 8 months, our department has worked diligently to develop actionable recommendations in collaboration with key stakeholders including Older Workers, City and County departments, community-based organizations, work group members, education and training partners, and our consultants from Cause IMPACTS. Collectively, we can not only harness the wealth of experience and skills possessed by Older Adults 55+ but also foster a more diverse, inclusive, and resilient workforce that is better equipped to meet the demands of our rapidly evolving economy.

**We believe that by implementing these measures, the workforce system in Los Angeles will serve as a leader and pioneer in meeting the needs of vulnerable populations. I invite you to review the enclosed plan and welcome the opportunity to explore how we can collaborate to advance our strategic priorities so that all residents of Los Angeles can thrive.**

Sincerely,

Carolyn M. Hull

Carolyn Hull

WDB
Workforce Development Board
City of Los Angeles

**Patricia Pérez**
**Vice Chair of Economic and Workforce Development Department Board and State President Emeritus**
AARP California

**David Crippens**
**Executive Committee Member Workforce Development Department and Chair**
of the Youth Council

## Dear Angelenos,

**We are excited to unveil this plan to you! In an era characterized by rapid change and evolving job markets, the marginalization of Older Workers frequently sidelines individuals who possess invaluable experience and expertise.** Ageism stands as a significant barrier to workplace diversity, equity, and inclusion, undermining the principles of equality and fairness while also stifling innovation and economic growth. The AdvantAGE LA plan emphasizes the urgent need to rectify this situation by acknowledging and actively supporting the inclusion and advancement of Older Workers in our workplaces. To build a more resilient, innovative, and sustainable economy for our region, we must challenge ageist attitudes and practices and embrace the valuable contributions of Older Workers.

With a shrinking pool of skilled workers, businesses cannot afford to overlook the wealth of skills Older Employees possess. By tapping into this vast talent pool, companies can mitigate skills shortages, reduce recruitment costs, and bolster their competitive advantage in an increasingly globalized economy.

Fostering a culture of inclusivity and mutual respect within workplaces benefits everyone. By bridging the gap between generations, we create a vibrant ecosystem where individuals of all ages can learn from one another, contribute meaningfully, and collectively drive progress toward a brighter future for Los Angeles. Organizations that value employees of all ages cultivate environments where individuals are empowered and the experience of Older Workers can support problem-solving, provide mentorship, enrich workplace dynamics and spark creativity across generations.

AdvantAGE LA offers actionable recommendations for employers to capitalize on these opportunities, facilitating upskilling, reskilling, and the exploration of new career pathways for employees of all ages. By investing in Older Workers' continued growth and development, businesses can retain valuable institutional knowledge and expertise while fostering a culture of lifelong learning for employees of all ages.

AdvantAGE LA also provides recommendations for municipalities, service providers, community-based organizations, and education and training providers that are needed to support Older Workers. By fostering age-inclusive workplaces and investing in the growth and development of employees across all stages of their careers, we can unlock the full potential of our workforce.

**This plan represents a bold step by the City of Los Angeles to recognize that age is not a liability but an asset, not a weakness but a strength, not a state of being but a state of mind. Following this roadmap, Los Angeles can become a region in which everyone thrives.**

Sincerely,

Patricia Pérez and David Crippens

# II. EXECUTIVE SUMMARY

## About the Report

This AdvantAGE LA Plan provides a comprehensive blueprint to support the employment, retention, and advancement of Older Workers across Los Angeles. The City of Los Angeles is experiencing a significant demographic shift as more Older Adults remain active in the workforce than in previous generations. Unfortunately, Older Workers face ageism and systemic barriers that hinder their ability to advance in their careers, fully participate in the workforce, and secure meaningful employment. This in turn negatively impacts the economy, businesses, workers, and the City as a whole.

### The AdvantAGE LA Plan includes data and recommendations concerning:

- the demographics of Older Workers in LA City and County;
- the needs and challenges Older Workers;
- the economic need for an Older Worker strategy;
- best practices and model programs in employing, retaining, and advancing Older Workers;
- how the City of LA's current workforce programs serve Older Workers;
- labor market analysis and industry and employment opportunities for Older Workers; and
- three-year goals and recommendations for employing, retaining, and advancing Older Workers.

## How to Use This Report

This report is designed for use by policy makers, employers, agency leads, community-based organizations, and Older Workers themselves to provide a comprehensive understanding of the issues and to explore potential solutions. For example, workforce service providers may want to refer to Section IX to grasp the current strengths and challenges in serving Older Workers. Education and training providers may want to review Section XI.D to better understand which industries and occupations are promising for training development. Employers may want to consult Section VII.B to understand best practices for supporting Older Workers.

Above all, this report should be a catalyst for enhanced collaboration. The data and recommendations herein can be used to advocate for the rights of Older Workers, to apply for grant funding, to provide a baseline for measuring improvement, and to develop new and improved programs.

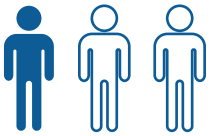
## Need for An Older Worker Plan

The City of Los Angeles is undergoing a profound demographic transformation characterized by a growing population of Older Adults who are remaining active in the workforce longer than any previous generation. Over the past 5 years, Los Angeles has experienced population decline in every age group under 50, yet the number of Older Adults is increasing faster than any other age group.[1] Further, people older than traditional retirement age are the fastest growing segment of the labor force nationwide.

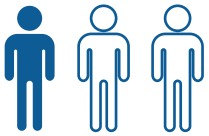
**At the same time, employers are facing historic labor shortages and are struggling to find skilled labor.** This shift presents a unique **opportunity**, as Older Workers constitute a critical pool of talent that can be leveraged to address the workforce needs of local employers and bolster the local economy.

**The City faces an imperative to recognize, harness, and empower one of its most valuable yet often overlooked demographic groups–Older Workers.**

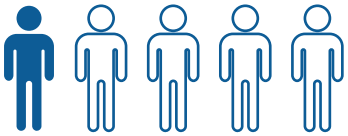
**There are almost 1 million Older Adults 55+ in the City of Los Angeles (966,295).[2]**



**1 in 3 Adults**
**in LA is 55+**
(31% of adults 18+).



**1 in 4 People**
**in LA is 55+**
(Older Adults are 25% of the City's total population, all ages).



**1 in 5 Workers**
**in LA is 55+**
(Older Workers already represent 20% of the region's workforce).

When Older Workers struggle to succeed in the labor market, it negatively impacts the economy, businesses, workers, and the City at large. Older Adults bring extensive life and work experience to teams and help boost the productivity and retention among all workers.[3] Older Workers are also proven to be more reliable and have longer tenure than younger workers, often staying with an employer more than twice as long as younger employees.[4]

Yet despite their invaluable wealth of knowledge, skills, and experience, Older Workers encounter overt ageism and systemic barriers that hinder their ability to secure meaningful employment, advance in their careers, and fully participate in the workforce.

**Over 50%** of workers over the age of 50 have experienced involuntary job separation.[5]

After separations, Older Workers are substantially **less likely to find new work** compared to people under 55.

Older Workers who find work typically **make 23–41% less** than they did in previous roles.[6]

Moreover, workforce barriers disproportionately impact already disadvantaged groups, perpetuating long-standing inequalities based on age, race, gender, ability, and education. These disparities contribute greatly to the growing numbers of Older Adults experiencing housing insecurity. Thirty-two percent of chronically homeless individuals in LA County are 55+, and 60% of unsheltered people 55+ said their homelessness was due to unemployment or financial reasons. [7,8]

## Current Workforce System Underserves Older Adults

The current workforce system also contributes to existing inequities by underserving the Older Adult population and often placing Older Adults 55+ into age-defined and age-biased opportunities and programs rather than placing them based on their experience and skills. For example,

- Older Adults make up 17% of the City's unemployed population; however, only 15% of those enrolled in WorkSource Centers (WSCs) are 55+. When looking at all individuals enrolled in WorkSource and YouthSource Centers together, only 13% of those enrolled in the City's workforce system are Older Adults.
- Only 10% of Employment Training Panel (ETP) dollars go toward training adults aged 55+ across the state.
- Only 5% of job placements and 11% of training enrollments made are for Older Adults 55+.

## Current Challenges in How Workforce Programs Are Provided

Older Workers face a variety of challenges, including gaps in services, with the types of services provided. There are also challenges in how programs are provided to Older Workers.

### Gaps in services for Older Workers:

- Some programs are designed to address the needs of Older Workers, but these programs lack the capacity to accommodate the significant demand for such services.
- Lack of employer partners and direct placement sites that are willing to hire Older Workers.
- Lack of digital literacy programs.
- Programs lack wraparound support needed to find and retain employment.

### Challenges with the types of services provided to Older Workers:

- While many programs serve Older Workers, few are specifically targeted or designed for them.
- Programs focus on placing people into full-time employment (FTE) versus flexible, part-time options.
- Older Adults are often overlooked for upskilling and training opportunities. Structured on-the-job training programs designed specifically for Older Workers, such as returnships and apprenticeships, remain largely unexplored.
- Programs do not navigate the benefits cliff or help clients understand retirement benefits limitations.

### Challenges in how programs and services are provided to Older Workers:

- Lack of collaboration across Older Adult–serving departments and organizations.
- WSC staff do not have adequate training to support Older Adults.
- Restrictive enrollment and eligibility requirements prevent program participation.
- Workforce programs are not marketed successfully to Older Adults or are difficult to access.
- Programs are not designed to assess an individual's current skills or to help people transfer their skills.
- Most programs that do exist have not been rigorously monitored or evaluated over time.

Despite the fact that Older Workers face unique challenges to finding, retaining, and advancing in the workforce, no major U.S. city has developed a dedicated workforce strategy specific to this group. This plan represents an opportunity for the City to lead the national conversation about the aging workforce by developing a regional workforce strategy tailored to the needs of Older Workers and, in turn, setting a precedent for other municipalities across the country.

## Supporting a multigenerational workforce will:

### Strengthen the economy.
Strengthen the LA region's economy and bolster local businesses by creating a larger and more skilled labor force.

### Support Older Workers.
Enable Older Adults—especially women, people of color, and others from diverse backgrounds who face compounding barriers to opportunity—to achieve financial self-sufficiency and economic mobility.

### Strengthen the City.
Advance the City's equity goals to give way to a more diverse, inclusive, and equitable society where all Angelenos—regardless of age—can not only meet their basic needs but truly thrive.

## The Plan
This plan was developed based on the robust input and perspectives of a diverse cross-section of Older Adults, community leaders, agency staff, subject matter experts, and existing programs. The plan outlines five overarching goals, related strategies, and detailed tactics to support implementation. Further, the plan includes core metrics that can be used to evaluate the success of implementation and enable accountability in the growth of workforce services for Older Adults.

### Overall Vision
Los Angeles recognizes the economic and social value of Older Workers to the workforce, businesses, and communities and leverages their talent to advance economic vitality in the region.

## Values Employed During the Plan's Creation

- **Strengths-based:** Ensure that focus is placed on the strengths of this population—dependability, breadth of experience, diverse knowledge base, etc.
- **Inclusion and representation:** Ensure that Older Workers themselves are included in the planning and ideation along with Older Worker–serving organizations.
- **Intersectionality:** Continuously address the intersectionality of aging with other identities. Ensure the needs of populations that are historically marginalized or who have unique needs are included and that recommendations are developed to address their unique needs.
- **Collaboration:** Include and align with the work of partner organizations and agencies to ensure that solutions are not siloed and address systemic challenges.
- **Sustainability and efficiency:** Build on existing programs and resources to ensure sustainability and cost-reasonableness of eventual recommendations.
- **Equity:** Deconstruct stereotypes and call out implicit bias to create the conditions for change. For example, older individuals caring for a spouse are no different than young parents caring for a child.
- **Accountability:** Ensure data and metrics can be used to measure progress and hold parties accountable.
- **Celebrate experience and value individual needs:** Older Adults have a lifetime of experience. They cannot and should not be treated in a uniform way. They need and deserve individualized care.

## Goals and Strategies

**GOAL 1:** Improve Older Worker access to workforce support and success outcomes

**GOAL 2:** Increase the number of age-inclusive employers

**GOAL 3:** Establish the City as an age-inclusive employer

**GOAL 4:** Improve the responsiveness of the workforce system to Older Adults' needs

**GOAL 5:** Provide in-demand training and career advancement pathways

### **GOAL 1:** Increase the number of 55+ adults enrolled with successful outcomes across the workforce system

The current workforce system is underserving Older Adults 55+. The City must improve Older Adults' knowledge of the system, access to the system, and the success of Older Adults that the system serves.

A. Strategically market workforce programs and education and training offerings to Older Adults.
B. Co-locate workforce services at sites that serve Older Adults.
C. Develop job placement support and program funding to support Older Adults who do not currently qualify for workforce programs due to income eligibility.
D. Create and implement local performance measures for Older Workers in the WSC system.
E. Improve coordination and collaboration across Older Adult–serving systems and programs.
F. Develop programs that are designed specifically to meet the needs of Older Workers.

### **GOAL 2:** Increase the number of employers who employ, retain, and advance Older Workers

Too often, Older Adults are job ready, but employers are not ready to hire due to ageism and bias. Engaging and enlisting employers in this initiative is an essential element of every part of this plan.

A. Develop an outreach and marketing campaign to increase employers' awareness of the aging labor force, help them recognize the value of Older Workers, and create age-inclusive workplaces.
B. Establish formal partnerships with employers and industries who commit to hiring Older Workers.
C. Connect WSCs, AJCCs, and workforce services providers to age-inclusive employers.

## **GOAL 3:** Advance the City's efforts to be a more age-inclusive* workplace by developing employment, retention, and advancement opportunities for Older Workers

The City is one of the largest employers in the Los Angeles region and needs to lead as an employer who employs, advances, retains, and values the contributions of Older Workers.

A. Create flexible job options that encourage succession planning and employee retention.
B. Create more career pathways for Older Workers into well-paid City employment.
C. Upskill existing City employees and develop career pathways into in-demand positions for those who need additional training to advance.
D. Implement and enforce age-inclusive workplace, managing, and hiring practices.
E. Embed cogenerational opportunities and programs across the City.

## **GOAL 4:** Ensure workforce services are responsive to the unique needs and preferences of Older Workers and are provided in a culturally competent manner

The workforce system must deliver culturally competent services tailored to the specific needs and preferences of Older Workers.

A. Build staff capacity to serve Older Adults.
B. Provide culturally competent services for Older Workers.
C. Develop and implement clear layoff aversion (rapid response) protocols, processes, and supports to respond to the needs of Older Adults who experience layoffs.
D. Help Older Workers apply for every available benefit and provide wraparound supports.

## **GOAL 5:** Create and provide in-demand training, upskilling, and earn-and-learn opportunities to enhance career success for Older Workers

Many Older Workers need education and training to get a job or retain their current job. The region must collaborate to develop relevant in-demand training and provide them in a manner that is accessible to Older Workers.

A. Develop earn-and-learn opportunities in high-need industries and market them to Older Workers.
B. Develop programs and referrals to programs that teach Older Adults how to enter the gig economy and become solopreneurs.
C. Provide incumbent worker trainings for Older Workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market.
D. Collaborate with the LA Regional Consortium (LARC) and Los Angeles Regional Adult Education Consortium (LARAEC) to prioritize the training, upskilling, and reskilling of Older Workers.
E. Connect training programs directly to employers for direct placement to combat ageism in the interview process.

## Opportunity Industries for Older Workers

**This plan calls out four specific industries that provide significant opportunities for Older Workers.**

**Healthcare and Social Assistance**

**Education**

**Hospitality, Tourism, and Leisure**

**Customer Service**

## Implementation Recommendations

Implementation recommendations are included to ensure systems are in place to implement this plan and hold the City accountable for achieving the goals.

1. **Create a collaborative entity to establish and track all recommendations.** The group will be collectively responsible for implementing the goals in this plan, tracking success, and holding the City accountable for advancing the goals.
2. **Allocate dedicated City staff** and resources to manage and, in some cases, implement the recommendations in the plan.
3. **Collect and use data** about Older Workers to make decisions about resource allocation and programs to ensure Older Adults are being equitably and adequately served.
4. **Embed Older Adult recommendations** herein in other department and agency strategic plans, budgets, and priorities.
5. **Collaborate regionally** to advocate for policy changes that will support Older Workers.

> ***"When everyone is responsible, no one is accountable. Aging affects everyone, so we need to bring people together across the City and County who do not usually talk about aging."***
>
> -Patricia Pérez, WDB Board Secretary and State President Emeritus, AARP California

**This report serves as a call to action to everyone who serves anyone who is aging to recognize the economic, social, and moral imperative of supporting Older Workers in Los Angeles.** By embracing this imperative and proactively addressing the unique challenges and opportunities faced by Older Workers, the City can not only foster a more inclusive and equitable workforce but also unleash the full potential of its aging population, thus driving innovation, productivity, and prosperity for generations to come.

# III. METHODOLOGY

This report was developed in collaboration with partners across the City of Los Angeles using a variety of quantitative and qualitative methodologies. The diverse methods used reflect the City's commitment to comprehensively exploring the needs of Older Workers and the myriad of factors influencing workforce dynamics.

**Literature Review and Best Practice Research.** Conducted a comprehensive literature review to understand appropriate background context, existing programs for Older Workers, and research including academic research, notable Los Angeles reports, and past strategic plans. Reviewed national best practices and model programs in employing, retaining, upskilling, and supporting Older Workers.

**Baseline Demographic Data Collection and Analysis of the State of Older Workers in LA County.** Gathered demographic data from the U.S. Census Bureau, IPUMS, and other sources to capture the current demographic makeup of Older Adults and Older Workers at the City, County, and State levels.

**Stakeholder Interviews.** Conducted over 60 interviews with workforce service providers and nonprofit organizations, City and County staff, elected officials, subject matter experts, employers, and education and training providers.

**Focus Groups with Workforce Service Providers.** Conducted four focus groups with LA City workforce contractors and other workforce providers that serve Older Workers. These included 1) WSC staff, 2) staff from the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) contractors who serve Older Adults, 3) the Los Angeles Regional Reentry Partnership (LARRP) employment committee, and 4) Chrysalis Employment Specialists. These sessions aimed to identify common trends, challenges, and needs across various groups.

**Focus Groups with Older Adults.** With the support of Chrysalis and the LA LGBT Center, conducted four in-person focus groups across the City with Older Workers. Two sessions were held in English and two in Spanish. These sessions aimed to create a comfortable environment for open dialogue, listening to participants' needs, and identifying potential barriers to employment. Participants received a stipend of $50 for participating and sharing their insights.

**Older Worker Survey.** Launched an online survey to gather more information about the experiences, employment needs, current status, desires, and challenges faced by Older Adults across LA County. The survey was distributed virtually via email and social media by numerous organizations. 394 qualifying responses from individuals aged 55+ were received.

**Cross-Sector Working Group.** Convened a cross-sector collaborative of Older Worker–serving City department staff, County agency staff, nonprofit organizations, subject matter experts, and advocacy organizations. The collaborative met 6 times over 7 months and supported the research, partner outreach, identification of challenges and goals, and vetting of recommendations. 30 people, many of whom are Older Workers themselves, regularly participated in the working group.

**Labor Market Data Analysis.** Assessed local labor market indicators for LA City and County to understand the employment landscape, industry trends, skills gaps, and possible opportunity areas for Older Workers. Labor market data was pulled from a combination of sources, including the LAEDC's 2024 Economic Forecast, Lightcast, American Community Survey (ACS), and the Bureau of Labor Statistics (BLS). Demographics were examined alongside key occupation and skill sets for the metropolitan statistical area and for LA County.

**Analysis of WSC Performance Data.** Assessed the Economic and Workforce Development Department (EWDD) WSC performance data over 3 years (2021–2023) using FutureWorks BI, a data analytics platform used by the EWDD. A wide variety of variables were assessed at the client and WSC levels, including client demographics, location, Workforce Innovation and Opportunity Act (WIOA) enrollment, exit and withdrawal percentages, employment statistics, training receipt, and credential attainment. These variables were cross tabulated to help illustrate any key service differences between groups and differences in employment by industry compared to important industries within the region overall.

# TERMINOLOGY

## Definitions

- **Older Workers/Older Adults:** Adults who are aged 55 and above.
- **Age-Inclusive:** Fostering a culture of age diversity and inclusion that celebrates the contributions of all workers and eliminates age-related biases and stereotypes.

## Acronyms:

- **ACS:** American Community Survey
- **AD:** LA County Aging and Disabilities Department
- **AJCC:** America's Job Center of California
- **BLS:** Bureau of Labor Statistics
- **BRIDGE:** The Bridge to Jobs Program
- **CAFE:** Certified Age Friendly Employer
- **CalAIM:** The California Advancing and Innovating Medi-Cal program
- **CalMHSA:** California Mental Health Services Authority
- **CalSTRS:** California State Teachers' Retirement System
- **CTE:** Career Technical Education
- **DACE:** Division of Adult and Career Education
- **DOA:** Department of Aging
- **DOR:** Department of Rehabilitation
- **ECEPTS:** Early Care and Education Pathways to Success
- **ECE-SAP:** Early Childhood Education Student Advancement Program
- **ESL:** English as a Second Language
- **ETP:** Employment Training Panel
- **EWDD:** Economic and Workforce Development Department
- **FTE:** Full Time Employment
- **HACLA:** Housing Authority of the City of Los Angeles
- **IET:** Integrated Education and Training
- **LACCD:** Los Angeles Community College District
- **LAEDC:** Los Angeles County Economic Development Corporation
- **LARAEC:** Los Angeles Regional Adult Education Consortium
- **LA:RISE:** The Los Angeles Regional Initiative for Social Enterprise
- **LAPL:** Los Angeles Public Library
- **LARC:** Los Angeles Regional Consortium
- **LARRP:** Los Angeles Regional Reentry Partnership
- **LAUSD:** Los Angeles Unified School District
- **LAWA:** Los Angeles World Airports
- **MPA:** California State Master Plan for Aging
- **OAA:** Older Americans Act
- **OJT:** On-the-Job Training
- **OWEP:** Older Worker Employment Program
- **PALA:** Purposeful Aging Los Angeles Initiative
- **SCSEP:** Senior Community Service Employment Program
- **TLH:** Targeted Local Hire
- **TK:** Transitional Kindergarten
- **WDB:** Workforce Development Board
- **WSC:** WorkSource Center
- **WIOA:** Workforce Innovation and Opportunity Act

***"They believed that because of my age I couldn't do the job."***

-Older Adult survey respondent

# IV. WHO ARE OLDER WORKERS

## Demographics of Older Workers in Los Angeles[9]

Accounting for 25% of the city's total population and 20% of current workers, Older Adults already constitute a significant portion of the LA City population and workforce. Over the coming years, the significance of this group will continue to grow.[10] Older Adults are also overrepresented among diverse and historically underserved groups. These intersectional identities shape the experiences of Older Workers, creating unique and compounding barriers to opportunity. By investing in Older Workers, LA City and County also advance equity and economic mobility for key vulnerable groups in the city. All values below are for the LA City, unless specified.

### In the the City of LA:

**1 Million** Older Adults

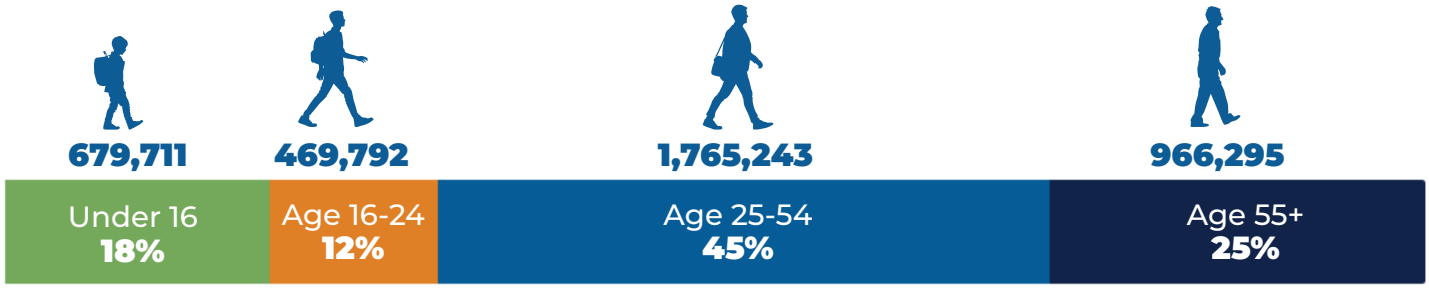
**1 in 3** Adults are +55

**1 in 4** People are +55

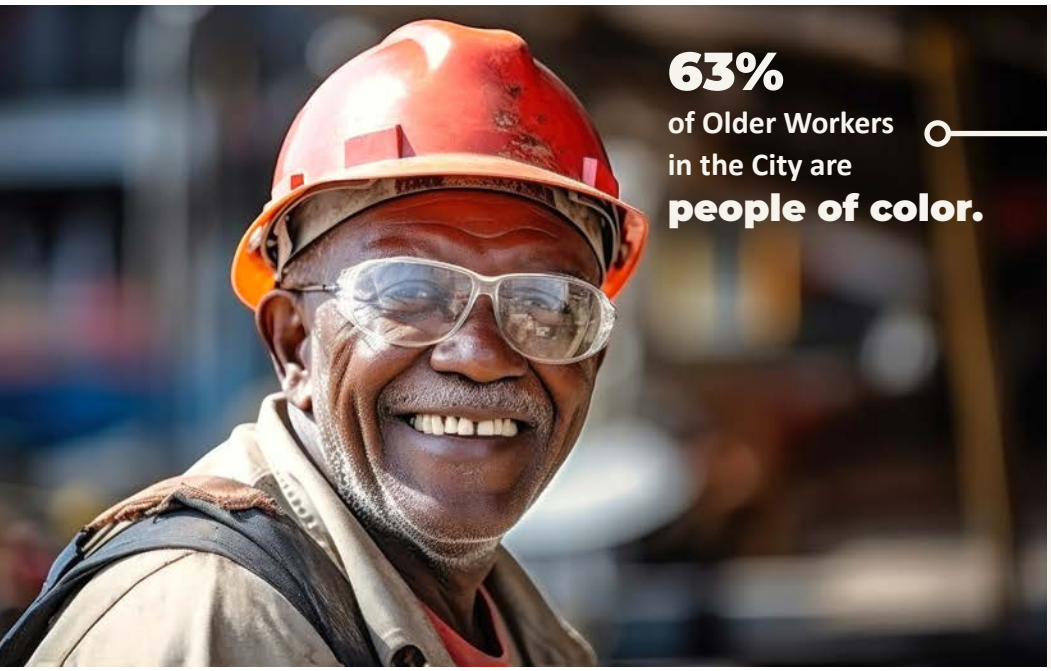
**72%** Older Workers are under 65 (65 is traditional retirement age)

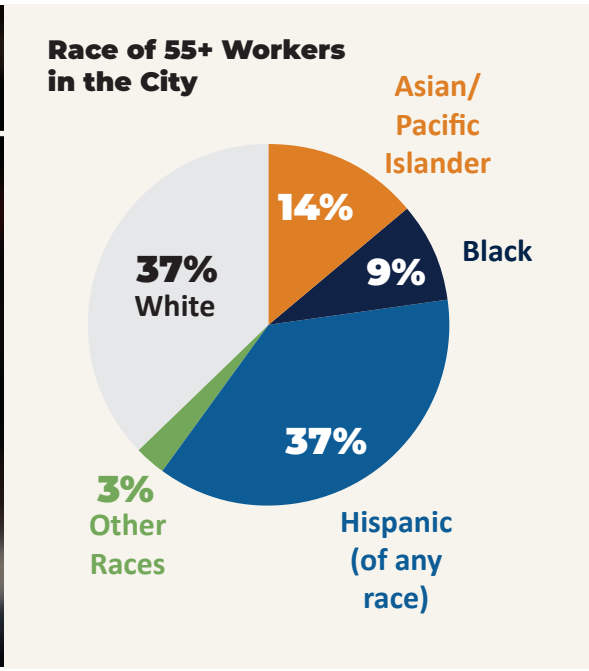
**92%** Older Workers are under 75

### Age Distribution in the the City of LA:




### Race and Ethnicity



## Gender[11]

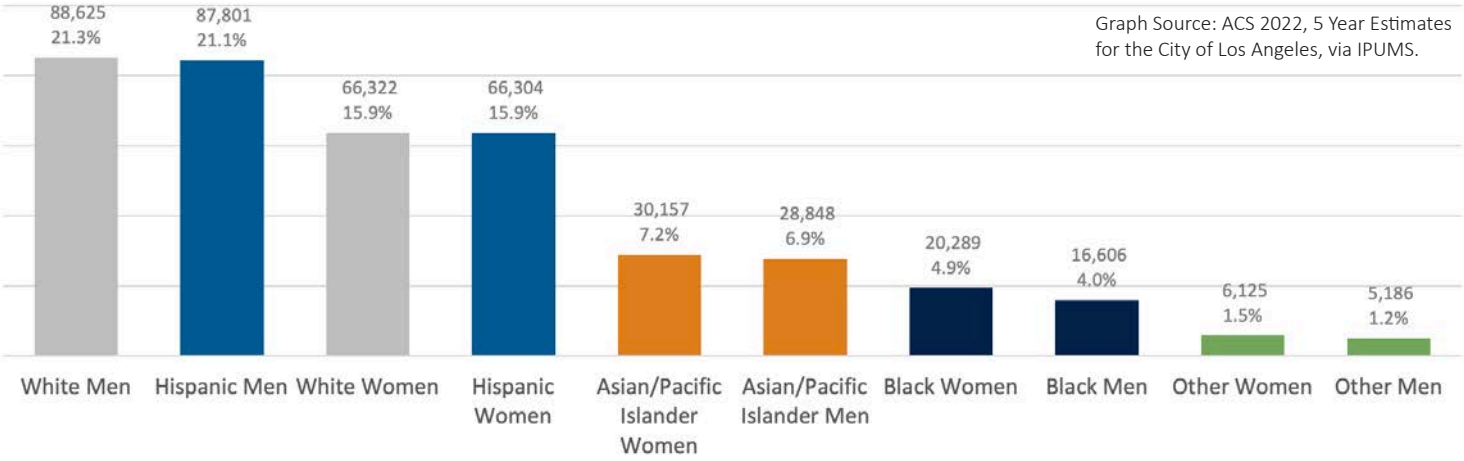
There are more Older Workers who are men than women. However, the Older Adult population in general has more women than men. Additionally, higher life expectancies for women mean the share of Older Adult women increases with age.[12]

**55%**
Older Workers are **Men**

**45%**
Older Workers are **Women**

**79%** of Older Workers are **people of color or women.**

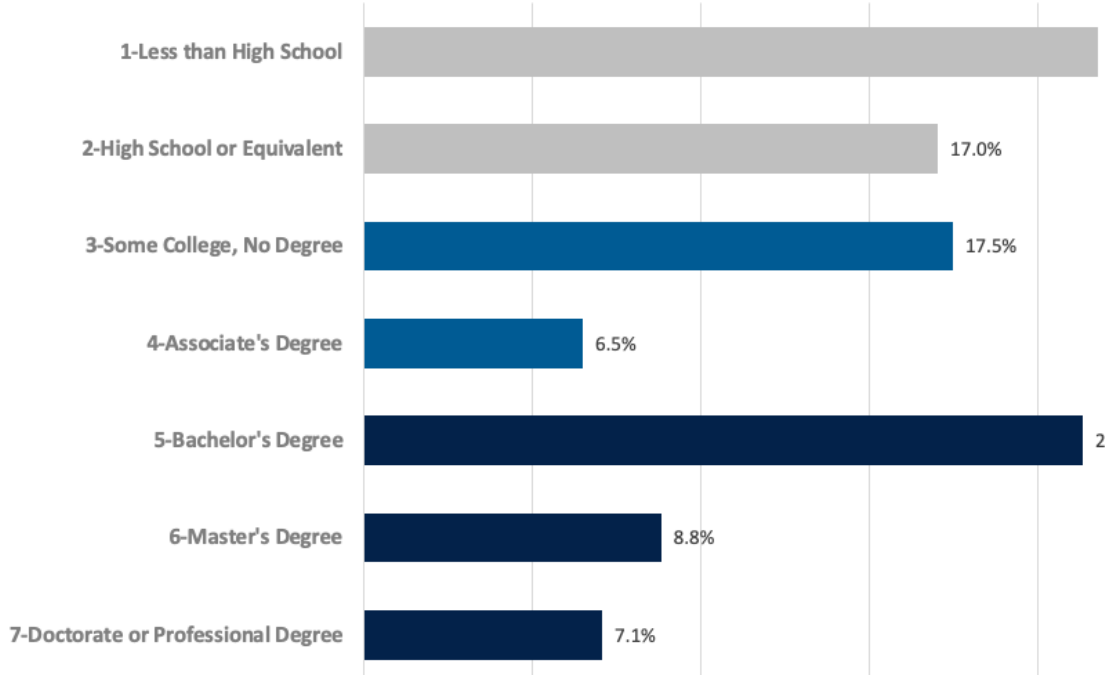
### Gender and Race of Older Workers, City of Los Angeles




Graph Source: ACS 2022, 5 Year Estimates for the City of Los Angeles, via IPUMS.

## Education

### Older Workers' Level of Education, City of Los Angeles




**37%**
of Older Workers have a **bachelor's degree or higher,** on par with the younger workers (39%)[13] in the City.

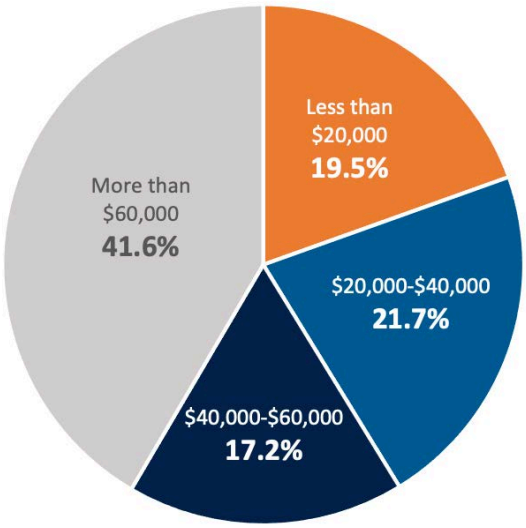
## Income and Poverty

**Only 42% of full-time Older Workers in LA City earn a living wage.**

Using MIT's Living Wage Calculator tool, we define a living wage for the Los Angeles region as $60,000 or more per year.[14]

**16% of Older Adults in LA City—about 152,000 individuals—currently live below the poverty line.**[15]

### Wages Earned by Older Workers
City of LA (full-time only)




## Subpopulations

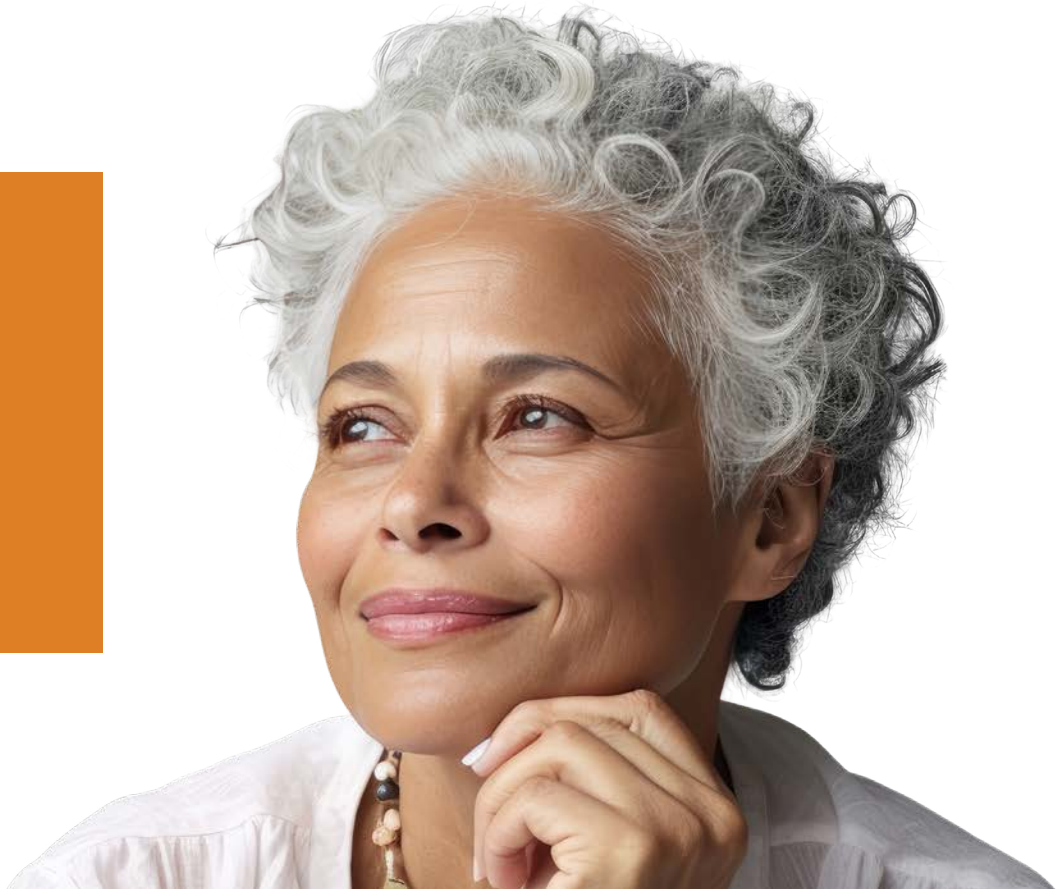
**27%**
**LGBTQ adults are 50+ years old**[16]

**67%**
**Veterans are 55+**
(48,627 of 73,065 total)[17]

**38%**
**Immigrants/Foreign-born Residents are 55+**
(530,592 of 1,395,920 total)[18]

***"I am not useless. I am not a liability. If anything, I am a resource."***

**-Older Adult focus group participant**



# V. NEED FOR AN OLDER WORKER STRATEGY

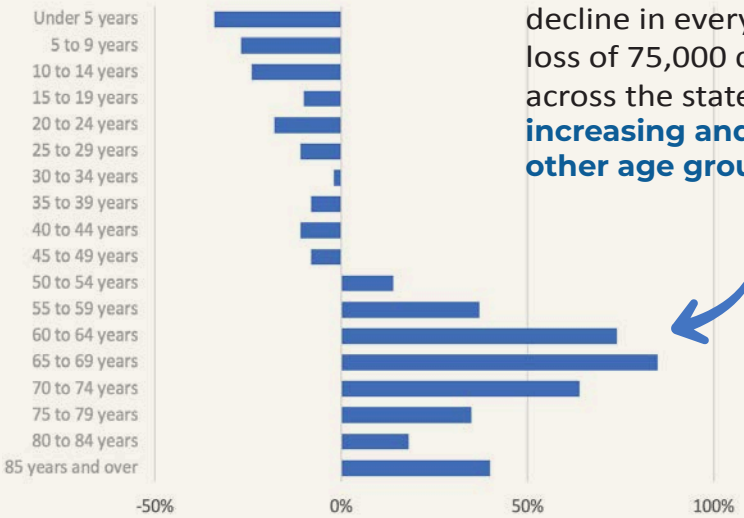
**When Older Workers struggle to succeed in the labor market, it negatively impacts the economy, businesses, workers, and the City at large.** This section outlines the need for an Older Worker strategy and what the City stands to gain or lose if it does not take action now to support Older Workers. Supporting Older Workers will create undeniable impacts for the local economy, employers, and Older Adults themselves while also advancing equity, inclusion, and prosperity for the City at large.

## A. ECONOMIC NEED FOR OLDER WORKERS

As demographics shift and the population continues to rapidly age, failure to effectively engage Older Adults in the labor force will have huge economic implications for the Los Angeles region. Older Workers represent an important pool of talent for local employers, and their earnings cycle back into the economy through consumer spending and tax revenues. The economic contributions of Older Workers benefit everyone, bolstering and strengthening the local economy.

### A Rapidly Aging Population

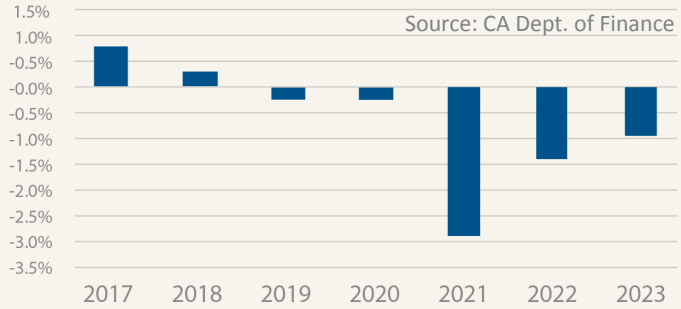
**Percent Change in Age Groups Between 2003-2023 in LA County**[19]



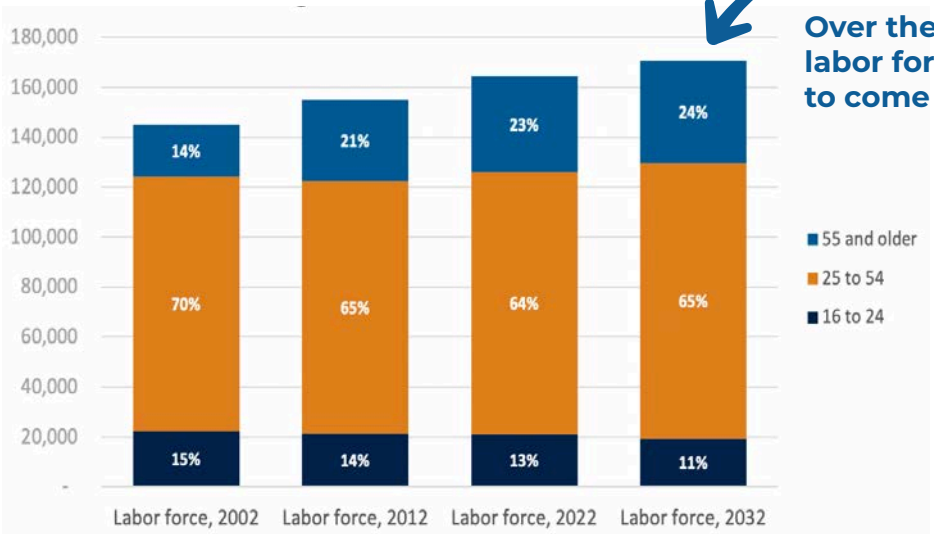

Source: LA EDC

Over the past 5 years, Los Angeles has experienced population decline in every age group under 50, including an unprecedented loss of 75,000 college graduates and high-earning professionals across the state. However, **the number of Older Adults is increasing and is projected to continue growing faster than any other age group.**[20]

**Year-over-year Percent Change in Population City of Los Angeles**




**Age Distribution of US Labor Force**



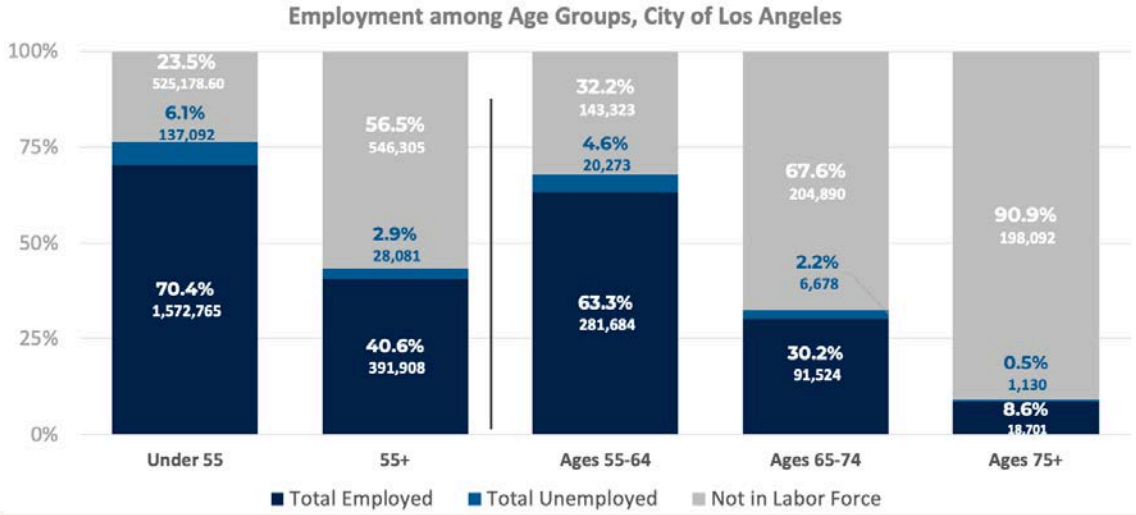

**Over the next decade, 42% of labor force growth is projected to come from 55+ workers.**[21]

Older Adults already represent a significant part of the local labor force and represent a critical pool of talent to meet future workforce needs.

Over the past 20 years, growth in the national labor force has been driven by the 55+ population.[22]

**1 in 5 Workers in Los Angeles is 55+**

**419,990 Older Workers in LA City today**[23]




## Older Adults Are Working Longer and Delaying Retirement

Nationwide, just **45% of 65-year-olds (the traditional retirement age) are retired** compared with 58% in 2000.[24] Older Workers are staying in the workforce longer, and fewer Older Workers are transitioning directly from full-time work to full-time retirement. Many workers transition to part-time positions with their current employers or new ones, while others become self-employed.

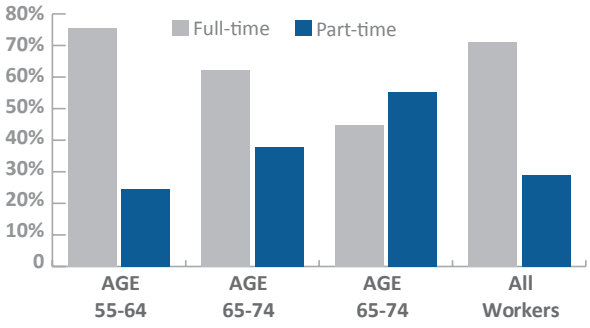
**#1 fastest-growing labor force segment** nationwide is people beyond traditional retirement age.[25]

**57% of nonretirees 50+** expect to work into retirement for financial reasons.[26]

**29% of retirees 50+ are already working into retirement** for financial reasons or expect that they will have to.[27]

## Older Workers Often Desire Part-Time Work

**In LA City, 71% of Older Workers work full time (35+ hours a week),[28] while 29% work part time;** there is a noteworthy increase in the proportion of workers in part-time roles with age.[29]




## Unemployment

**17% of unemployed people in LA are 55+**

This equates to **28,000 Older Adults in LA City** or over 64,000 across all of LA County who want to work but cannot find a job.[30]

**Older Workers are much more likely to experience long-term unemployment (longer than 6 months) and chronic unemployment (longer than 12 months) than younger workers.**[31] While a higher proportion of workers under 55 are unemployed, they quickly rotate in and out of unemployment. However, when Older Workers experience unemployment, it is **more likely to persist for longer.**

**Official unemployment data likely underestimates the true extent of unemployment because those who are not actively searching for jobs are not counted.*

## Older Adults Are Essential Economic Contributors

Failure to address age discrimination and other barriers facing Older Workers could **cost the U.S. economy $4 trillion** by 2050 through reduced labor supply, decreased productivity, and lost wages.[32]

On the flipside, ensuring that Older Adults can meaningfully engage in the workforce and access high-quality employment **can raise GDP per capita by 19% over the next 3 decades.**[33]

## B. WHY EMPLOYERS NEED OLDER WORKERS

Employers across Los Angeles and the nation at large are facing historic labor shortages and feeling the strain of a tight labor market.[34] Older Adults represent a critical pool of talent that can be leveraged to address the workforce needs of local employers and bolster the local economy.

### Labor Shortages and Skills Gaps

**75%** of U.S. businesses are experiencing **labor shortages.**[35]

Job vacancies currently outnumber the number of people actually seeking work. In California, there are only **92 workers for every 100 open jobs.**[36]

### Older Workers Can Fill the Gaps

**28,081** unemployed Older Workers in LA City.[37]
**64,128** unemployed Older Workers in LA County.[38]

There are a significant number of Older Adults who want to work but cannot find jobs. There are additional Older Adults who are not in the workforce at all but may want to be.

**More than half (57%)** of Older Adults in LA City are not currently in the labor force.
In LA City, this includes over 140,000 Older Adults under the traditional retirement age of 65. If this group's participation in the labor force were increased to match participation rates among the under 55 population (67.9% versus 76.5%, respectively), it would add more than 38,000 additional workers to LA's workforce.[39]

While most employers acknowledge the trend of the aging workforce, few have actual policies in place to support Older Workers. The Senate Committee on Aging found that **"while 80 percent of employers say they are supportive of employees who plan to work past the age of 65, only 39% offer flexible scheduling options, and only 31% facilitate processes for moving from full-time to part-time roles."** [40]

***"We still want to grow and contribute; we just need support and the opportunity."***

**-Older Adult focus group participant**

## STRENGTHS OF HAVING OLDER WORKERS IN THE WORKPLACE

> ***"With age comes experience, and what Older Adults bring is a vast array of lifelong acquired wisdom. That is something that should be valued in every work place."***
>
> **-Older Adult survey respondent**

Older Adults bring extensive life and work experience to teams and help boost the productivity and retention among all workers, young and old. Employers should seek to harness the talents of Older Workers and cultivate inclusive, multigenerational workplaces.

**Consistency.** Older Workers have less turnover and longer average tenure than younger employees, which results in cost savings for employers. An AARP study found that workers from the Boomer generation's average tenure with an employer was 7 years compared to 3 years for Gen X and 2 years for Millennials.[41]

**Interpersonal skills.** Older Workers have decades of experience building relationships, managing adversity, and resolving conflict. Older Workers have strong interpersonal skills that help create a more cohesive workforce.

**Cross-sector experience.** Older Workers have experience in multiple industries, careers, and roles.

**Institutional knowledge.** Older employees have worked longer and hold a wealth of institutional knowledge that increases their ability to work efficiently and solve problems. They are experienced problem solvers who can spend more time implementing solutions.

**Team cohesion.** Creating an age-diverse workforce is proven to improve team cohesion and overall productivity. Older Workers help develop strong teams through mentoring, leadership, and diversity of thought.

**Highly motivated.** Older Workers are able and eager to learn. They want to learn about the new skills required to meet the needs of current workforce demands. In some cases, they may need more time for training; however, they are resilient learners who complete the tasks they begin.

## Meet Maria Sanchez (70)

I grew up in Zacatecas, Mexico, and moved to the United States when I was 23 years old. When I first arrived in the United States, I worked for a company making airplane parts while studying English and earning my GED. I am a proud mother of five daughters and a grandmother of five grandchildren. I spent most of my career working as an office technician for LAUSD schools where I enjoyed working with parents, teachers, and students. Beyond my official job, I became a confidant and trusted advisor for people who didn't have anyone else to talk to. I loved what I did but was ready to retire at the age of 66. However, after I retired, I still wanted to be productive and help other people. I planned to find part-time jobs to earn extra income in order to have peace of mind with my finances. Unfortunately, I looked for part-time jobs on Google for a long time but couldn't find anything. I didn't know which websites to trust or where to look, and when I called the numbers, I was sent to different places and got no responses.

Even though I am retired, I still want to contribute and be active. I want to move and keep my mind, body, and soul active as long as I can so I can see my grandkids grow up.

## C. WHY LA NEEDS AN OLDER WORKER STRATEGY

When Older Workers struggle to succeed in the labor market, it negatively impacts the economy, businesses, workers, and the City at large. Persisting age discrimination prevents Los Angeles from achieving its vision of being a truly equitable and inclusive City for all. The long-term impacts of age discrimination and workforce exclusion are profound, contributing to economic insecurity, poverty, adverse health outcomes, and homelessness among Older Adults, which may result in increased expenditures for City, County, and State human services agencies. As a City and a society, Los Angeles must champion age diversity alongside other forms of Diversity, Equity, Inclusion and Accessibility (DEIA) so that all Angelenos have the resources they need to reach their fullest potential—at any age.

### Poverty Disproportionately Impacts Older Adults

**According to Justice in Aging, "California is the state with the greatest number of Older Adults living in poverty.** By 2030, Older Adults will make up one-quarter of California's population, intensifying the need to invest in the critical programs that support them."[42]

**16% of Older Adults in LA City—152,000 individuals—currently live below the poverty line.**[43]

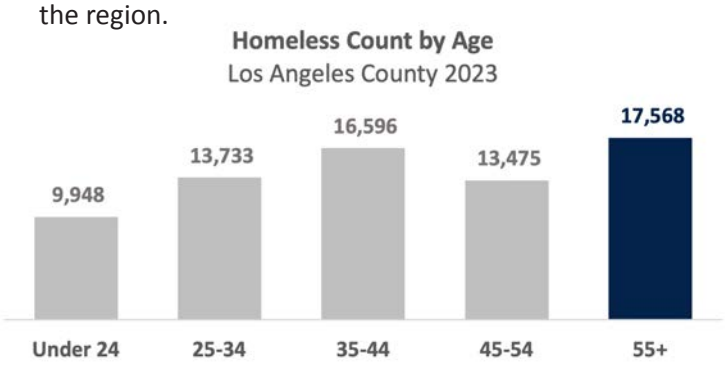
**37% of retired Older Adults 65+ in LA County do not have enough income to meet their basic needs.**[44]

**42%, less than half of full-time Older Workers in LA City earn a living wage.**[45]

### Housing Insecurity

Older Adults represent a significant, growing proportion of the homeless population in LA. Between 2017 and 2020, there was a **20% increase in Older Adult homelessness.**[46]

Alongside ongoing investments into affordable housing, increasing access to high-quality, high-wage work can bolster efforts to alleviate homelessness in the region.




**25% of the total homeless population in LA County are 55+** (over 17,000 across the County).[47]

**32% of chronically homeless individuals in LA County are 55+** (10,119 of 31,991 total).[48]

**60% of unsheltered people 55+ said their homelessness was due to unemployment or financial reasons.**[49]

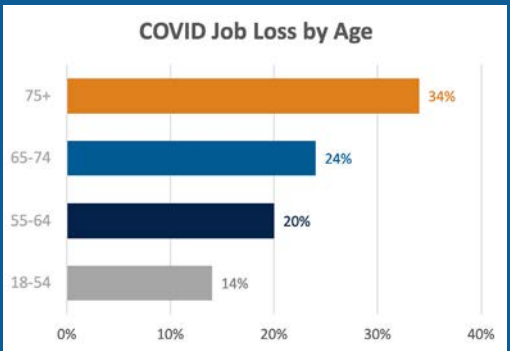
***"We have the experience but don't get the opportunity."***

**-Older Adult focus group participant**

## The Pandemic Disproportionately Impacted Older Workers

The COVID-19 pandemic caused the lay off or early retirement of many Older Workers, many of whom were not planning to retire early and are now assessing their lack of sufficient funds.[50]

- The pandemic recession caused **immense job losses for workers 65 and older, Older Workers of color, and Older Workers with minimal education**.
- The job instability and economic insecurity that Older Workers faced during the pandemic and its immediate aftermath pushed many of them into poverty.[51]




## Failing to Invest in Older Workers Now May Put an Increased Demand on Public Resources in the Future

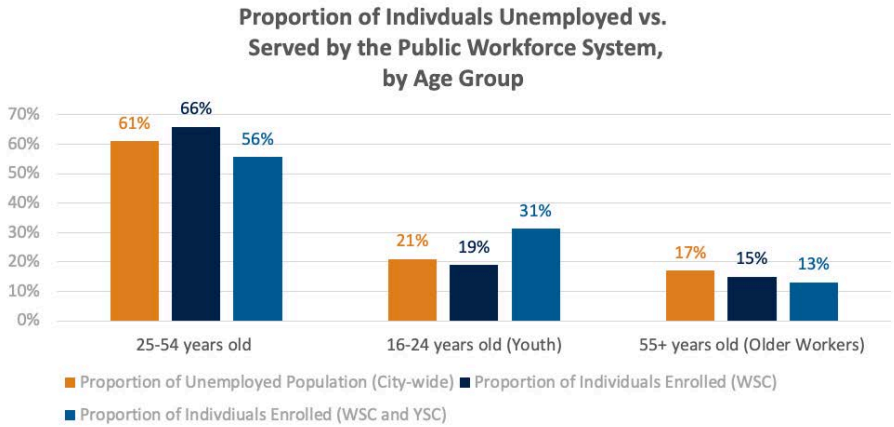
When Older Workers earn lower earnings today, **they have less ability to save for retirement and are at increased risk of poverty and reliance on public assistance in the future** (including emergency healthcare expenditures, housing assistance, and other human services supports).[52] Financial security at older ages also enhances health and reduces the need for public support, resulting in cost savings for the City. Lower earnings today also translate directly to lower Social Security benefits in the future. Having access to more benefit dollars per month could help prevent someone from falling into poverty.

## Current Workforce Programs Underserve Older Adults

Older Adults make up 17% of the City's unemployed population; however; only 15% of those enrolled in WSCs are 55+.

**Only 3.3% of all apprentices in nationally registered programs between 2008 and 2019 were aged 50 or older.**[53]

**Only 10% of ETP (Employment Training Panel) dollars go toward training adults aged 55+ across CA.**




Younger populations receive more focus and attention from public workforce agencies, but Older Adults account for a larger proportion of the labor force and would also benefit from targeted support services.

- The population of Older Adults who are unemployed in LA County (64,00[54]) outnumbers the population of unemployed Opportunity Youth (45,000[55])—a key population of focus for current WIOA funds and services.
- The overall population of Older Adults in LA's labor force is nearly double that of youth.[56] **Yet youth are currently served at a rate more than double that of Older Workers by local WSCs.**
  - Older Adults **55+ make up 17%** of the City's unemployed population but constitute only **13% of WIOA enrollments** across age groups.
  - Comparatively, youth aged **16–24 account for 21%** of the City's unemployed population but account for **34% of enrollments.**

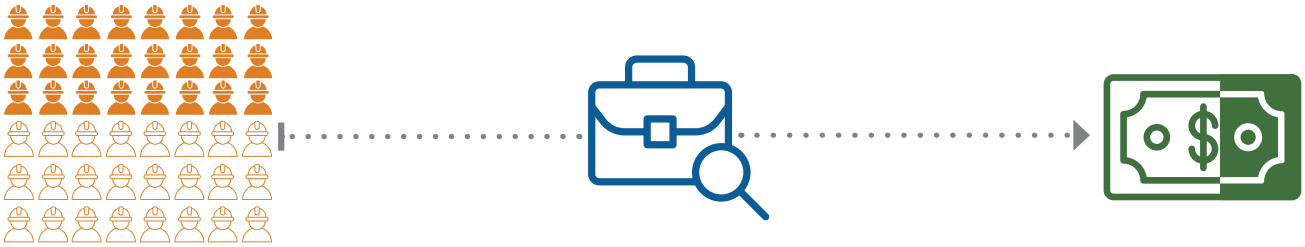
**Programs should not be scaled back for youth. Rather, support for Older Workers should be bolstered to address the immense challenges faced by Older Workers.**

## D. CHALLENGES FACED BY OLDER WORKERS

Many Older Adults need or want to work but face unique challenges that make it more difficult for them to thrive in the workplace. Age discrimination, inadequate training opportunities, working while managing health conditions and disabilities, balancing caregiving responsibilities with work, and preparing financially for retirement are among the main challenges facing an aging workforce. Over time, the inability to access and retain high-quality, high-wage jobs results in many Older Workers being pushed deeper into poverty and economic insecurity or being pushed out of the labor force altogether.

### Ageism.

Despite federal prohibitions against it, 78% of Older Workers say they have seen or experienced age discrimination in the workplace (AARP),[57] and 66% of older job seekers cite age discrimination as a challenge to finding work.[58]



**Over 50%** of workers over the age of 50 have experienced involuntary job separation.[59]

After separations, Older Workers are substantially **less likely to find new work** compared to people under 55.[60]

Older Workers who find work typically **make 23–41% less** than they did in previous roles.[61]

### Age discrimination compounds with other forms of discrimination to create greater disadvantage.

Diverse Older Workers, including women and people of color—especially those with lower levels of formal education—are disproportionately impacted by lack of access to workforce opportunities and are more likely to work in low-wage roles.[62]

- Older men of color, especially Black and Hispanic men, are more likely to work in physically demanding roles that pose a threat to their physical health and safety.[63]

### Meet Robert Durham (63)

At the height of my career, I was in management at ARCO/BP. For example, in 2011 I was keeping 200 pipeline workers in federal compliance and maintaining BP's intensive educational programs as well as their diversity and inclusion project (DEI). I have a BA degree and was secure in my job. Unfortunately, in 2013 I was laid off. At that time, my dad had ailing health, so I took time off to care for him. When I tried to get back into the workforce, people were offering me temp jobs for $15/hour, which was less than half of what my earning capacity was at BP.

In recent years, I have been forced to take employment that is well below my qualifications in terms of my experience, education, and skills. I apply for jobs but rarely if ever hear from the company, despite my qualifications to do that job. Unfortunately, it seems that taking lower level jobs has also locked me into those lower jobs, and it's hard to climb back.

Last May of 2023, I was laid off of one of these lower level jobs for mysterious reasons. I suspect it was my age, even though I did the job well and had all of the qualifications needed.

***"I need a job! And I find that I am in an awkward place in my work life. I am still a bit too young to collect full Social Security benefits, but I am too old to be considered for jobs with a competitive pay scale."***

## Balancing caregiving responsibilities with work.

Many Older Workers are caregivers for grandchildren, spouses, or other loved ones.

- 1 out of every 4 employees over the age of 50 serves as a family caregiver.[64]
- Women are 5 times more likely than men to have caregiving responsibilities that impact their employment.[65]

**1 out of every 4 employees over the age of 50 serves as a family caregiver.**

## Increased health limitations and disabilities.

Many Older Workers have to navigate doctors appointments and changing healthcare needs as the prevalence of disability increases with age. Older Workers with physical limitations are more limited in the type of employment opportunities available to them.

- **69% (272,285 of 413,869 total) of adults with disabilities** in LA City are 55+.[66]
- **One-third (28%) of the City's Older Adult population and 11% (44,314 individuals) of current Older Workers** are living with a disability. The top three most common types of disabilities among Older Workers are ambulatory difficulty (5.6%), hearing difficulty (3.2%), and vision difficulty (2.2%). All of these disabilities can be overcome with the appropriate accommodations.

**69% of adults with disabilities in LA City are 55+.**

## Skills and knowledge gaps make it challenging to find employment.

Barriers faced by Older Workers are exacerbated by the fact that fewer training and upskilling opportunities tailored to them are currently available.

- Some Older Adults experience **skill and job obsolescence** due to changing technology and automation.
- Older job seekers often have limited knowledge on résumé and interview skills that have changed drastically over time.

## Older Adults are provided with fewer training and advancement opportunities.

- **Older Workers are significantly less likely to receive professional development, education, and training opportunities** than younger workers, despite the fact that they can benefit from additional training and skill development to maintain skills.[67]
- One study found that **22% of 65+ employees strongly disagree that their jobs offer good opportunities for career progression.** This is in stark contrast to only 8% of 40–44-year-old employees and 9% of 16–17-year-old employees.[68]

**Only 22% of 65+ employees strongly disagree that their jobs offer good opportunities for career progression.**

## Benefits cliff.

Older Workers struggle to find part-time work that won't influence retirement or public benefits received.

- Many Older Adults need to work part time to fill a gap in their retirement or public benefits, yet they cannot find part-time work.
- Some Older Adults receive disability or Social Security and struggle to navigate how to work without influencing those critical benefits.
- Some retirement benefits unduly limit the ability of retirees to pursue new careers or continue working post-retirement.

## Understanding the Unique Needs of Older Workers who are WOMEN[69]

Older populations are expected to be largely made up of women. In LA County, the population is expected to be increasingly composed of nonwhite women over time, with all BIPOC racial and ethnic groups expected to increase in size.[70]

Older women and people of color are more likely to work in **low-wage roles and consistently earn less** than their white male counterparts.[71] While disparities exist for all women, they are most **pronounced for women of color**.

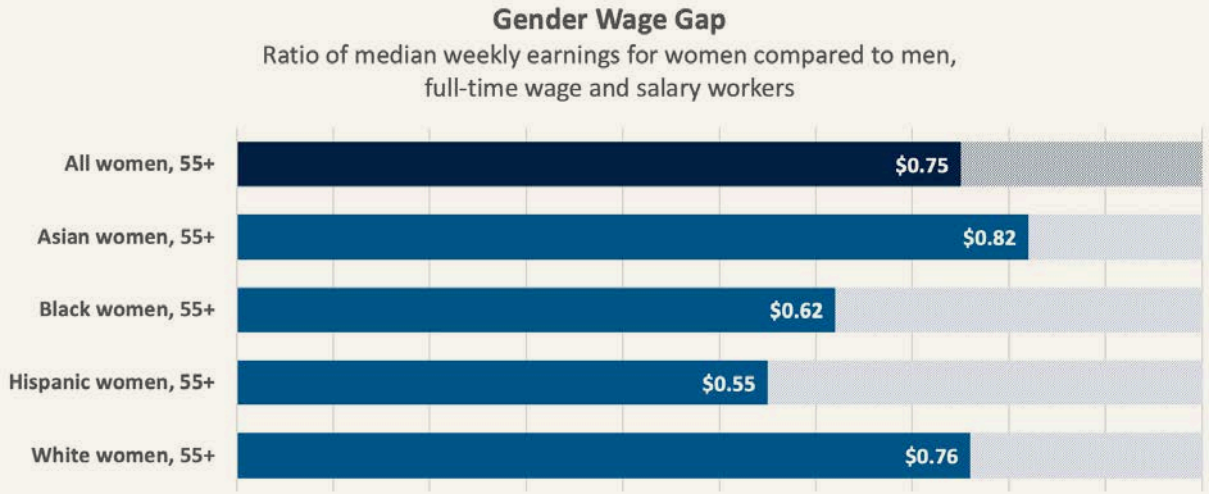
**1 in 3 older women (55+) work in low-wage jobs nationwide.**

**40% of older Black women work in low-wage jobs.**

**52% of older Hispanic women work in low-wage jobs.**

### The gender wage gap actually widens as people age and progress through their careers.

Women at any age tend to earn less than men; however, the gender wage gap is widest for Older Workers compared to other age groups. In general, **older women earn only $0.75 to every $1.00 earned by older men, and disparities are even greater for certain racial and ethnic groups, as shown by the graph below.**[72]




**Women are 5 times more likely than men to have caregiving responsibilities that impact employment. Many Older Adults are caregivers of a parent, partner/spouse, grandchild, or other friend or relative and have to adjust their work around these responsibilities.**[73]

***"Seniors are one of LA's greatest assets! We are a wealth of knowledge. But we are also some of the most vulnerable citizens."***

**-Margo, Older Adult focus group participant**

## VI. WHY ARE OLDER WORKERS WORKING LONGER

Older Adults are working longer than ever before for a variety of reasons, including financial necessity, longer life expectancy, changes in retirement benefits, healthcare costs, a desire for purpose, new flexibility in the workplace, and personal preferences. While there are many reasons Older Adults may want to work longer, financial concerns, including rising cost of living and lack of retirement savings, are a key driver. This section outlines why Older Adults are increasingly more likely to work instead of retire.

**Financial need.** Many Older Adults plan to continue working past the traditional retirement age of 65 in order to meet real or perceived financial needs.[74] Many Older Adults find themselves financially unprepared for retirement or in need of additional funds after they retire due to factors such as inadequate savings, changes in cost of living due to inflation and rising housing costs, insufficient pensions or retirement benefits, and unforeseen medical issues that contribute to new financial burdens. Further, the COVID-19 pandemic caused the layoff or early retirement of many Older Workers, many of whom were not planning to retire early and are now assessing their lack of sufficient funds.

**Need/want more retirement savings.** Many people work longer in anticipation of living longer and needing a larger retirement fund to support a longer life. Others work past their full retirement age to delay the date at which they begin to draw Social Security benefits in order to increase their eventual retirement benefits. Fifty-seven percent of all nonretirees aged 50+ expect to work in retirement for financial reasons. Among retirees not currently working, 25% think they will need to work during their retirement years for financial reasons.

**Increased life expectancy.** People are living longer, healthier lives, which allows them to work longer careers. In fact, the Los Angeles region is known for having one of the highest life expectancies in the nation.[75] Longer lives also mean that retirement savings need to stretch over a longer period, prompting some individuals to delay retirement and continue working.

**Desire to be engaged and stay active.** Many people enjoy the physical, social, and mental benefits of work. Some people enjoy the social interactions, intellectual stimulation, and sense of accomplishment that come with being employed, leading them to continue working.

**Desire for purpose.** Many people find fulfillment and purpose in work and working. Many Older Adults seek out volunteer opportunities or create second careers to achieve a sense of purpose and accomplishment.

**New flexibility extends work.** Some Older Adults are working longer as more flexible opportunities arise in the marketplace. Some people who do not want to work 40 hours a week may be willing to work on a part-time basis to ease into retirement. Others may be willing to work remotely for longer than they would be willing to work in an office setting.

**Rising healthcare costs.** Healthcare costs can be a significant financial burden for retirees,[76] particularly for services not covered by Medicare. Analysts at Merrill-Lynch estimate that 55-year-old couples today can expect to pay more than $1 million for healthcare costs during their retirement.[77] By continuing to work, Older Adults can maintain access to employer-sponsored health insurance or delay enrollment in Medicare, thereby reducing their out-of-pocket healthcare expenses.

# VII. BEST PRACTICES AND MODEL PROGRAMS

This section outlines best practices in employing, retaining, and advancing Older Workers that workforce development providers, partners, and employers can leverage to optimize and strengthen their work.

## A. BEST PRACTICES AND COMMON PROGRAM MODELS

### Best Practices for Designing Workforce Programs for Older Workers

There are many documented best practices in developing programs that effectively employ, retain, and advance Older Workers. These learnings and insights should be harnessed and built upon when creating and executing strategies to bolster the workforce throughout Los Angeles.

- **Include Older Workers in planning.** A key equity-centered best practice, Older Workers should be actively included in planning and continuous improvement efforts for programs serving Older Workers.[78]
- **Prioritize flexibility.** Part-time hours, remote or virtual options, and other flexible arrangements enable Older Adults to participate in programs while balancing other responsibilities such as caregiving.
- **Provide age-appropriate support and accommodations.** Train program staff to provide culturally competent and age-appropriate support. Ensure Older Adults with disabilities or lack of digital skills/access can participate fully in workforce development opportunities.
- **Provide individualized support via dedicated staff**. Having dedicated staff, coaches, or case managers who can provide tailored guidance, mentorship, and support makes a huge difference for Older Workers.
- **Use an asset-based approach.** Recognize and uplift the life experiences and skills Older Workers bring to the table. Tools like skills assessments can help program staff to work in an asset-based way.
- **Include financial incentives.** Offer some form of financial compensation for participants, including wages for hours worked or training subsidies. This is especially important for Older Adults with limited financial resources, as it provides the stability needed for them to engage more meaningfully in programs.
- **Elevate experiential learning.** Older Adults often prefer self-paced hands-on learning and on-the-job training versus more formal or didactic methods (i.e., lectures, seminars, or instructor-led training).[79]
- **Center community building.** Many Older Adults desire a stronger sense of community to combat feelings of social isolation.[80] Leveraging cohort learning and cogenerational models are two best-in-class approaches that work well for Older Workers:
    - **Cohort model**—cohorts, or small groups of individuals who learn and train together, foster a sense of community and camaraderie among program participants, leading to increased program retention.
    - **Cogenerational model**s—multigenerational learning models bring together people of all ages to encourage relationship building across generations. This helps combat ageism and social isolation while providing value for both Older Adults and youth.
- **Activate cross-sector partnerships.** Strong collaboration between public agencies, philanthropy, nonprofits, and employers helps to stretch resources and provides more robust programming for workers. Employer partnerships are especially important so that Older Workers can connect to real-world jobs.
- **Educate others on the value of Older Workers.** Provide information and training to employers and other stakeholders on the unique needs of Older Workers to actively debunk myths that fuel age discrimination.
- **Provide additional wraparound support as needed.** Providing holistic wraparound support—such as public benefits application assistance or access to transportation, food, and mental health services—can empower even the most vulnerable Older Adults to actively engage and succeed in workforce programs.

## Common Workforce Development Program Models

Existing workforce programs focused on supporting Older Workers often fall into the following six broad categories. Note: some programs can fall into multiple categories. (*See case study callout box below.)

| Program Type | Model Programs |
|---|---|
| **Community Service Programs**<br>Many Older Adults want to do meaningful work that gives back to their communities. Community service programs are the most common type of workforce programs for Older Workers; they leverage volunteer work as a reentry point to the workforce. Participants typically work part time with nonprofits or public agencies, receive on-the-job training on how to perform key tasks, and receive a stipend or subsidy in exchange for their work. Many federal leading programs, including SCSEP and AmeriCorps Seniors, that serve Older Workers use this model. | • Senior Community Service Employment Program (SCSEP)<br>• AmeriCorps Seniors Programs<br>• CoGenerate Encore Fellowships<br>• AARP Experience Corps |
| **Part-Time Return-to-Work/Bridge Programs**<br>These programs enable Older Workers to work part time, usually on short-term, project-based work. Programs are often designed to bring skilled retirees back into their previous industries or workplaces to fill skills gaps. Such programs benefit the employer and worker, as employers save money by not having to employ full-time workers and workers can achieve better work-life balance. | • Federal Experienced Service Programs (ESPs)<br>• Senior Environmental Employment Program (EPA-SEE)<br>• NYC Department for the Aging Silver Stars* |
| **Employer Certification Programs**<br>These programs focus on employers and workplace conditions and culture rather than on Older Workers themselves. Employers who meet certain criteria receive a seal of recognition or certification indicating they are age-inclusive These programs engage employers in dismantling discriminatory systems and establish clear age-inclusiveness standards that employers should meet. For example, the CAFE certification includes metrics and guidelines that are tracked every 2 years to hold the entity accountable. | • AARP Employer Pledge = 1,000+ employers to date[81]<br>• Age-Friendly Institute's Certified Age-Friendly Employer Program (CAFE) = 200+ employers to date[82]<br>In 2023, LA County became the first county to become CAFE certified.[83] |
| **Upskilling & Reskilling Programs**<br>These education programs teach employees new skills or to modernize existing skills to ensure relevance in the workplace. In general, workforce development upskilling programs—regardless of a worker's age—are often sector specific (i.e., healthcare, manufacturing, IT) and provide opportunities to earn industry-recognized credentials. However, an interesting trend among recent upskilling programs for Older Workers is a focus on general technology and digital literacy skills versus sector-specific skills. | • AARP Digital Skills Ready@50+ (in partnership with Google)<br>• Center for Workforce Inclusion Digital Certification Program<br>• Cyber-Seniors Programs<br>• Plus 50 Initiative* |
| **Job Readiness & Job Search Assistance**<br>These programs provide tools, support, and resources to prepare Older Adults to find employment, focusing on the general skills necessary to navigate the modern job search and hiring processes. Services may include providing job listings, résumé support, and interview training. Additionally, navigating the online job application processes is a key area of focus for many current programs, since for many Older Workers, many years may have passed since the last time they applied for work. | • AARP Back to Work 50+<br>• New Start Career Network<br>• Mature Edge Job Readiness Program* |
| **On-the-Job Training**<br>On-the-job training enables workers to earn while they learn, engaging in hands-on training in the field. Programs often lead to jobs with the company where the training takes place. These options also provide an opportunity to build direct connections with prospective employers and coworkers.<br>• **Returnships**—like internships but for employees returning to the workforce after an extended gap or absence.<br>• **Apprenticeships**—combine paid on-the-job training with classroom instruction to prepare workers for highly skilled careers.[84] | • Return Utah<br>• Goldman Sachs Returnship*<br>• Barclays Bolder Apprenticeship*<br>• Examples of leading employers with returnship programs: IBM, Amazon, Microsoft, LinkedIn, PayPal, Oracle, Apple, Wells Fargo, Grubhub |

## Trends and Opportunities for Improvement in Existing Programs

Some overall trends surfaced during the best practices research, interviews with program administrators, and literature review that show there is room for improvement in designing, implementing, and evaluating workforce programs for Older Workers. Some key trends include:

- A number of programs and initiatives have been developed over the years by public entities, nonprofits, and employers to better serve Older Workers. Unfortunately, **many of these programs have been grant-funded and thus have not been sustained or scaled.**

- **While many programs serve Older Workers, few are specifically targeted or designed for them,** highlighting a need for more specialized programs for Older Workers—including those who are unemployed, those who may be trapped in cycles of low-wage employment, and those who need training so they may advance.[85]

- **Most Older Adult workforce development programs target retirees, the unemployed, and others who are not currently working.**

- **Few programs are dedicated to promoting upward mobility for Older Workers who are currently working low-wage jobs.** This represents an urgent equity challenge, as women and people of color are overrepresented among the low-wage workforce.[86]

- **On-the-job training programs designed specifically for Older Workers, such as returnships and apprenticeships, remain largely unexplored.** In fact, data from the U.S. Department of Labor's Registered Apprenticeship Sponsor Information Database (RAPIDS) shows that only 3.3% of all apprentices in nationally registered programs between 2008 and 2019 were age 50 or older.[87]

- **Most programs that do exist have not been rigorously monitored or evaluated over time,** limiting the understanding of what works. In a report as recent as 2022, even SCSEP, the largest federally funded workforce program for Older Workers, is said not to have been rigorously evaluated.[88]

- **Employers are missing out on opportunities to collaborate** with public, nonprofit, and education systems to bolster program and policy efforts. Most employers do not tap into the community college system, workforce development system, or other existing programs for training support.[89]

## Case Studies and Model Programs

### Case Study: Silver Stars (New York)[90,91]

New York City Department for the Aging's (DFTA) Silver Stars program enables retired City employees to return to work part time at City agencies while continuing to collect City pension and benefits. By enlisting experienced Civil Service retirees, the program enables agencies to staff their workforces with talented, skilled professionals while also providing cost-saving measures and an expedited hiring process. Individuals apply through the NYC Jobs website and are placed into year-long projects. Over 17 different NYC agencies posted more than 100 job postings in the first year of the program.[92]

### Case Study: Age Smart Employer Awards (New York)[93,94]

The Age Smart Employer Awards program was active from 2012 to 2018 and recognized employers, including small businesses, that were leading the way in engaging and retaining Older Workers. The program was created by Columbia University's Mailman School of Public Health and funded by the Alfred P. Sloan Foundation.

The key goals of the program were to combat age discrimination by elevating age-inclusive practices and providing support resources for local employers who were interested in hiring Older Workers. Employers applied for the awards program via an online application, and four to six employers were recognized during an annual awards ceremony.[95]

## Case Studies and Model Programs

### Case Study: Plus 50 Initiative (National)[96]

Between 2008 and 2015, the American Association of Community Colleges (AACC) Plus 50 Initiative helped community colleges across the nation create and expand campus programs for Adult Learners aged 50 and over. In total, over 37,400 older students were served across 138 college campuses. The program began with a broad focus on lifelong learning and enrichment, volunteering and civic engagement, and workforce training, but it evolved over time to concentrate on training in three key "encore career" fields: education, healthcare, and social services. The program included flexible and accelerated programs for older learners and specialized training for instructors on how to tailor instruction to the needs of this unique demographic.

### Case Study: Mature Edge Job Readiness Program (Sacramento)[97]

The City can replicate and learn from the Sacramento Agency on Aging Area 4's Mature Edge Job Readiness Program. The Mature Edge Job Readiness Program offers Older Workers 60+ a series of interactive job readiness sessions that prepare them for a productive and successful job search. The program helps people get back to work after a layoff, find a job to supplement retirement income, or pursue an encore career. The program takes place in a small class size with around 10 participants over four classes that are spread across 4 weeks in 1-hour increments. The program trains peer mentors to be Mature Edge trainers who then provide three primary activities—training, job coaching, and job development—by connecting students to employers willing to hire. The program is funded through Title IIIB Older Americans Act and serves around 60 participants annually.

### Employer Spotlight: Goldman Sachs Returnship Program[98]

In 2008, Goldman Sachs launched a returnship program for individuals who had been out of the workforce for 2 or more years. Participants in the 12-week returnship program receive 1 week of training followed by an apprenticeship in one of the bank's divisions. All participants are paired with a manager, a coach, and previous returnees to help support them throughout the program. There is huge interest in the program, as over 1,000 people apply each year. Of all of the applicants, 25 to 30 are accepted each year, and around 75% are extended offers to become full-time employees. While the program is not limited exclusively to Older Workers, the program is one of the longest running and most commonly cited examples of returnship in the country.

### Employer Spotlight: Barclays Bolder Apprenticeship (UK)[99,100]

Few apprenticeship programs specifically target Older Workers. A notable exception is Barclays Bolder Apprenticeship. Launched in 2015, the program provides training to help workers aged 50 and older remain in the workforce.[101] The program includes a short pre-apprenticeship on basic job skills followed by a 12-month apprenticeship placement. Successful apprentices are then presented with the opportunity for a permanent role or a defined career pathway within the organization. In 2019, Barclays reported that the program had recruited more than 80 apprentices, growing the bank's number of older apprentices from 4% to 20%. While it is unclear whether the program is currently operating, the Barclay Bolder Apprenticeship still represents a good example of what is possible in terms of innovative models of on-the-job training for Older Workers.[102]

***"I just want employers to give opportunities to the older people like they do for younger people."***

-Focus group participant

## B. Best Practices for Employers

### Hiring, Retaining, & Advancing Older Workers

There are many best practices that emploers can use to employ, retain, and advance Older Workers. This list outlines the top 11 things that employers can focus on to support Older Workers in the workplace. It is important to note that many of these strategies benefit all workers, regardless of age.

> ***"Don't be scared to take a chance on a person who is already well trained, educated, and has life experience. We can help make your company great."***
>
> -Older Adult survey respondent

1. **Flexible Work Arrangements**
2. **Phased Retirement Options**
3. **Opportunities for Lifelong Learning**
4. **Access to and Preservation of Benefits**
5. **Intergenerational Opportunities**
6. **Support for Caregivers**
7. **Health and Wellness Programs**
8. **Career Planning Guidance and Support**
9. **Promote Age-inclusion as a DEI Goal**
10. **Age-Inclusive Recruitment & Hiring Practices**
11. **Physical Space Improvements and Other Disability Accommodations**

**1. Flexible Work Arrangements.** Older Workers seek out flexible schedules that allow them to balance home and work life. Flexible scheduling enables workers to accommodate caregiver duties, health conditions, travel plans, etc. Common flexible work arrangements include flextime, part time, remote work, seasonal work, shortened work week, and job sharing.[103]

**2. Phased Retirement Options.** Many workers do not want to go straight from working full time to full-time retirement. Phased retirement allows people to gradually move toward retirement by reducing work hours over time. Furthermore, phased retirement supports knowledge management and continuity of operations while providing mentoring and training of the employees who will eventually take on the duties of more experienced retiring employees. A major consideration when planning phased retirement is how employee benefits like retirement and healthcare will be impacted by changes in work arrangements. In 2014, the U.S. Government's Office of Personnel Management (OPM) passed phased retirement guidelines and regulations that can provide support to employers.[104]

**3. Opportunities for Lifelong Learning.** Older Workers want opportunities for learning and professional development so they can expand their skills, gain personal fulfillment, and remain competitive in the job market.[105] To create an age-neutral approach that enables workers of all ages to receive appropriate training and professional development:

- Look for opportunities to develop late-career employees who are likely to continue working beyond traditional retirement age.
- Provide upskilling to Older Workers who may need to update their skills to stay competitive in the workplace. Upskilling Older Workers with institutional knowledge and skills is less expensive than hiring and training a new worker to do the skills the Older Workers already know.
    - Ensure that training and development opportunities are provided equitably across age groups.
    - Encourage all team members, regardless of age, to take advantage of available training and upskilling, including short- and long-term programs.
- Train managers to encourage participation and provide support for workers who may be intimidated by the prospect of developing new skills.
- Provide a range of training options (e.g., webinars, in person, peer training, online discussion groups) to ensure that all employees, including Older Workers, have access to appropriate teaching tools.
- Provide reskilling to help workers enter new roles.
- Develop targeted outreach efforts to staff and managers to ensure that upskilling and advancement opportunities are provided equitably across age groups across the City.

**Employer Spotlight:**
**CVS Snowbird Program**

Since the 1990s, CVS Pharmacies has run a snowbird program—a flexible work option that allows Older Adult employees to work in northern stores in the summer and southern stores (Florida) in the winter. Roughly 300 workers participate in the program annually. As a result of the Snowbird Program and other programs for Older Workers, the number of employees at CVS aged 50 and older increased from 7% to 22%.[106]

**Employer Spotlight:**
**Marriott Flex Options**[107, 108]

Marriott's Flex Options program was implemented to increase opportunities and retention of 325,000 Older Workers across the company by transitioning them out of physically demanding jobs to new, more flexible roles. Employees were cross-trained so they could pick up shifts in other functional areas, provided with job rotations to eliminate constant repetition of work, and provided with teams with which to share responsibilities. Marriott also developed new positions such as at-home agent positions for sales

**Employer Spotlight:**
**NASA**[109]

NASA's phased retirement program was designed to aid knowledge transfer from retiring employees to their replacements. The program allows retiring employees to work half time and mentor others for 20% of that time. The assignment ends when their protégés are able to fulfill their responsibilities. NASA also invites recent retirees back for similar purposes, highlighting how an alumni network can become a treasure trove of

**Employer Spotlight:**
**Scripps Health**[110]

Scripps Health, a San Diego-based healthcare company, offers learning and career development programs to all of its full- and part-time employees. This includes in-house and online training for clinical and non-clinical roles through its Scripps Center for Learning & Innovation (CFLI) as well as access to tuition reimbursement and scholarship programs. In addition, both new and seasoned leaders at Scripps can take advantage of mentorship and leadership development programs designed to cultivate the knowledge and skills to

**4. Access to and Preservation of Benefits.** Retirement and healthcare benefits are important considerations for Older Workers. It is important to ensure workers have access to fair compensation and retirement benefits to enable them to effectively save for retirement. Programs aimed at hiring and retaining Older Workers should not only provide benefits but should also consider how employment will impact existing benefits workers already receive. The fear of losing access to benefits may keep Older Workers out of the workforce.

**5. Intergenerational Opportunities.** Workplaces that have intergenerational teams are proven to be more effective. For example, Older Workers produce high quality work while younger workers may bring in innovative ideas. Employers should design teams and programs to optimize the multigenerational workforce.

**6. Support for Caregivers.** Many Older Workers serve as unpaid caregivers who look after grandchildren, older parents, and/or aging spouses. Caregiving responsibilities are often difficult to manage alongside employment and can be emotionally and physically exhausting. Employers can support caregivers by developing paid and unpaid leave policies, providing flexibility in scheduling, and providing programs such as backup care (last-minute care options).

**7. Health and Wellness Programs.** Providing access to programs and services that provide holistic support for workers' physical and mental health is a key practice for employing and retaining Older Workers. Such programs benefit healthy workers as well as those with preexisting conditions or disabilities, helping to keep individuals working (and living) longer. Programs can range from offering an on-site gym or wellness center, to having morning yoga classes, to providing access to healthy meals and snacks for employees.

**8. Career Planning Guidance and Support.** Retirement and benefits counseling and financial planning are especially important for Older Workers. These resources empower Older Workers with a comprehensive understanding of their options and enable them to make informed decisions about their work and retirement futures with confidence. Employers can play a pivotal role by offering dedicated coaches or human resources professionals who provide financial and retirement planning that explains budgeting, pensions, benefits, and other transitions. This is especially essential to women who typically live longer than men and historically have less financial planning experience. and snacks for employees.

**Employer Spotlight:**
**L'Oréal**

"L'Oréal firmly believes that intergenerational connections are pivotal to performance and innovation." In 2022, L'Oréal launched the L'Oréal for All Generations initiative in response to the major demographic, technological, and environmental challenges facing employees and the company. The initiative provides advancement and training opportunities for employees of all ages to maintain and increase their employability. For example, L'Oréal provided digital literacy training for over 300 employees at plants and distribution centers in France to ensure that they learn the digital skills needed to succeed on a daily basis.

**Employer Spotlight:**
**Johns Hopkins**

Johns Hopkins, a Maryland-based private research university, offers various caregiver support programs including eldercare benefits for those caring for aging family members. Benefits include access to a counselor, workshops on topics such as legal issues and dementia, and up to 10 days a year of subsidized backup care (in-home care).

**Employer Spotlight:**
**BMW (Germany)**

BMW saw its workforce was aging and was determined to find a way to keep workers employed, so the company made 70 small changes to cut the chance of errors and reduce physical strain on Older Workers. Some of those changes included making special shoes and putting in wooden floors to ease knee pain, installing modified hairdresser chairs to make it easier for Older Workers to go up and down, installing new computers with bigger fonts, and having workers rotate jobs during a shift so they do not repeat the same job all day long. Adjustments helped Older Workers while improving overall productivity by 7%.[113]

**9. Promote Age-Inclusion as a DEI Goal.** In addition to implementing various programs and initiatives that support Older Workers, employers must integrate age-inclusive policies to combat age discrimination and ensure workers of all ages are seen, heard, and valued in the workplace.

- Ensure that age is mentioned in official DEI statements, goals, and action plans and across DEI initiatives, including formal equal employment opportunity (EEO) statements.
- Include age in anti-bias training to help employees, managers, and leadership recognize and acknowledge age as an aspect of identity that can be targeted, consciously or unconsciously, for discrimination. While HR departments have instituted programs for unconscious bias training, they have done little to address age-related biases.
- Ensure accountability by tracking metrics such as employee demographics, access to training, ages of employees promoted or released, etc.

**10. Age-Inclusive Recruitment and Hiring Practices.** To hire more Older Workers, it is important to implement recruitment and hiring strategies that reach Older Adults without unintentionally inserting bias against them during the hiring process. Best practices to achieve age-inclusive recruitment and hiring include:

- Market job opportunities to Older Workers. Partner with Older Adult–serving community organizations and share opportunities through platforms or forums that diverse age groups see. This includes posting on Older Adult–serving job boards, at in-person job fairs, etc.
- Use inclusive language in job postings.[114]
    - Explicitly state in job notices that Older Workers are welcome.
    - Review job descriptions for language such as digital native and recent graduate that comes across as ageist.
    - Do not ask for a date of birth or graduation on a job application or during the interview process unless there is a business need to do so.
- Ensure careers pages and outreach collateral are representative of a diverse workforce, including age.
- Use skills-based hiring practices that focus on skills and experience over credentials. Skills-based hiring combats age discrimination by giving Older Workers who may lack precise credentials the opportunity to compete for jobs based on their experiences and transferable skills. This is especially important for Older Workers who often work through decades during which educational credentials change and new requirements are created. For example, if using skills-based hiring, an Older Worker with an AA degree plus 20 years of experience could compete for senior executive roles.
- Train hiring managers to recognize ageism and ensure they do not reject candidates based on age.
- Create non-virtual, alternative pathways for job applicants. This may include accepting a digital application and/or a paper application or hosting in-person hiring events.

**11. Physical Space Improvements and Other Disability Accommodations.** Disability is one of the most common reasons Older Adults leave the workplace; therefore, it is critical to provide adequate accommodations to help workers thrive. This may include designing ergonomic work environments that include features such as adjustable workstations, floor surfaces that reduce the impact on joints, adjustable seating, good lighting, and screens with less glare.[111] Disability accommodations may also include strategies to reduce physical strain on workers through creative job sharing and cross-ability teams.[112]

## Job Search Boards

### for Older Workers

- AARP job board helps match job seekers' years of valuable experience with employers that are committed to an age-diverse workforce.
- Age Friendly job board helps Older Workers locate job opportunities based on location.
- FlexJobs is an aid platform that focuses on finding remote work. There is a section for retirement jobs and for Older Adults looking for employment.
- NEW Solutions helps Older Adults find government contract positions.
- Retiredbrains.com provides jobs and work resources for Baby Boomer seniors and retirees.
- RetirementJobs.com offers jobs and volunteer opportunities that are seeking Older Adult workers.

# VIII. CURRENT LA WORKFORCE PROGRAMS FOR OLDER WORKERS

**There are a few existing local and state initiatives and policies uplifting the needs and priorities of Older Adults. Some of these policies and initiatives include:**

**Purposeful Aging Los Angeles Initiative (PALA) (Exec. Directive #17).** PALA is an initiative and partnership between LA County and City, other cities, AARP, the private sector, and universities to help the Los Angeles region prepare for the dramatic increase in the Older Adult population.[115] PALA's ultimate goal is to make the Los Angeles region the most age friendly in the world. It is achieving this by creating a more coordinated system of service across LA County and enhancing the County's understanding, planning, and coordination to meet the needs of its aging population.[116]

**California State Master Plan for Aging (MPA).** The MPA is a blueprint for state and local government, the private sector, and philanthropy to prepare the State for the coming demographic changes and to continue California's leadership in aging, disability, and equity. The plan outlines five goals and 23 strategies, a data dashboard, and a local playbook to ensure goals are met. The plan sets out to create communities where people of all ages and abilities are engaged, valued, and afforded equal opportunities to thrive.[117]

**City of Los Angeles Workforce Development Board's (WDB) Year 24 Annual Plan (Strategic Initiative #8).** The Year 24 Annual Plan, which covers the period of July 1, 2023 to June 30, 2024, sets the strategic direction for City leadership, including the WDB, the EWDD, the City Council, and the mayor, to address the needs of the hardest hit local communities. The Year 24 Annual Plan's Strategic Initiative #8 explicitly addresses the workforce needs of Older Workers and sets out to "increase employment opportunities for Older Adults—55 years and older—by creating systems that promote training and employment."[118]

## Existing LA Programs that Support Older Workers

The City of Los Angeles already has a lot of great programs across various departments that support Older Workers. Many of these programs have similar goals, yet they are siloed and do not often collaborate to increase capacity or impact. These programs are explained in more detail below.

### *City of LA Workforce Programs*

### EWDD

- **WSCs** provide résumé support, interview-skill building, job training, employment connections, job search support, and career guidance. There are 14 centers across the City that are run by nonprofit City contractors.
- **LA:RISE** connects employment social enterprises to the City and County workforce system, supportive services, and employers to help individuals with high barriers to employment—specifically those experiencing homelessness—get good jobs and stay employed. WSC and LA County America's Job Center of California (AJCC) partners are physically co-located at social enterprise sites, and they integrate programming into the social enterprise. LA:RISE has expanded from 10 to 39 partners over the past 9 years and has provided transitional employment to over 7,760 Angelenos. In Program Year 22–23, 340 Older Workers were served by the program, making up an impressive 41% of the total clients served by LA:RISE.
- **The Legacy Business Program** supports small businesses that have been in operation for 20+ years in LA City by providing technical assistance, promotional support, and access to capital and grants. The program supports many Older Workers, as legacy small businesses are often run by Older Founders and Workers.
- The LA Optimized program helps small businesses optimize their businesses for online sales and marketing, which supports many small business owners who are also Older Workers.

## City of Los Angeles Department of Aging (DOA)

- **Senior Community Service Employment Program (SCSEP)** provides subsidized, temporary, part-time, community service work-based training for low-income 55+ individuals who are unemployed and trying to reenter the job market. The program is funded through the federal Older Americans Act (OAA) Title V and helps City residents connect to employment. Unfortunately, the program has minimal capacity, as it is only funded to provide employment support for 72 individuals per year, thus creating a long waitlist. Further, placements are not available in every zip code and are only for a certain number of hours. Those who are ineligible are referred to WSCs; however, referrals are not tracked.
- **The Older Worker Employment Program (OWEP)** provides subsidized, part-time, on-the-job training for around 25 low-income 55+ adults who are experiencing homelessness or are at-risk of homelessness.[119] Participants train for 20 hours per week while earning a stipend in a supportive environment at a nonprofit and/or government agency near their neighborhood. The program is funded through the City of Los Angeles General Fund and seeks to connect participants to permanent employment.

## LA City Personnel Department

- **Targeted Local Hire (TLH)** program creates an alternative pathway into public-sector City employment for residents who may face barriers to employment without requiring them to take the Civil Service exam. Participants apply for full-time entry-level positions that have no minimum requirements to be either a vocational worker (e.g., custodian, gardener caretaker, garage attendant) or office trainee (e.g., administrative clerk or delivery driver), and they are hired into full-time employment with benefits. Once candidates complete a 6-month on-the-job training period and then a 6-month probationary period, they are full civil servants. Around 25% of TLH participants are currently 55+.[120]
- **The Bridge to Jobs Program (BRIDGE)** provides an alternate pathway into semi-skilled, full-time, paid City Civil Service positions. BRIDGE provides individuals an opportunity to be randomly selected for referral to City departments in order to participate in their hiring process and be considered for semi-skilled classifications. All trainees hired through the program must successfully complete the on-the-job training period in order to move forward to the applicable assistant classification.[121]

## Los Angeles Public Library (LAPL)

**The LAPL has various programs that can support Older Workers,** but most programming for those 55+ focuses on mental decline prevention, community engagement, financial literacy, and memory support. The LAPL would like to explore how it can best support Older Workers.

- **Cybernauts** are trained computer aides that offer technology assistance, computer support, and mobile-device support to library patrons. They provide one-on-one support to teach people digital literacy.
- **GetSetUp** provides hundreds of live online classes to help keep 55+ individuals mentally, physically, and socially active. Classes are interactive, easy to join, offered day and night, and free thanks to funding provided by the California State Library.[122]
- **Be a Successful Street Vendor** is provided through the LAPL Lifelong Learning Department and provides support to immigrants and other street vendors to become permitted street vendors, understand digital skills for vending, and learn marketing basics, basic tax information, and how to price items for sale. Lessons are accessible via Cell-Ed on any phone.

# *Workforce Programs in the LA County Region*

## LA County Aging and Disabilities Department (AD)

- **Senior Community Service Employment Program (SCSEP)** provides subsidized, temporary, part-time, community service work-based training for low-income 55+ individuals who are unemployed and trying to reenter the job market. The program annually serves LA County residents who do not reside within LA City, given that the City has its own SCSEP. AD's SCSEP funding serves 70 people per year, and similarly to the City's program, it lacks the capacity to meet the immense demand for the program. In LA County, there are 437,918 people who are 55+ and at or below 125% of the federal poverty guidelines (this is 31% of the total number of SCSEP-eligible individuals across the entire state of California).[123]
- **LA County is a Certified Age Friendly Employer (CAFE) that is certified by the Age-Friendly Institute.**

## Department of Rehabilitation (DOR)

- Employment services are provided for Californians with disabilities through local DOR offices to help them obtain and retain employment and maximize their ability to live independently. DOR contracts job placement providers that work closely with job seekers to establish the best combination of services and resources necessary to prepare for, find, retain, and advance in employment. 1,298 Older Adults were provided supportive workforce services by DOR in the greater Los Angeles region in FY 2022–2023.

## LA County Department of Economic Opportunity (DEO)

- **AJCCs** provide workforce supports across the County.
- **An Older Adult Center of Excellence** will soon operate out of one of the County's AJCCs and provide services countywide. Population-specific centers will allow the County to convene partners, gather best practices, and innovate around the needs of specific populations. There will be centers for Older Adults, persons who are justice involved, persons experiencing homelessness, Opportunity Youth, immigrants and refugees, persons with disabilities, and persons who are LGBTQIA.

***Community Colleges and Adult Schools*** provide a host of workforce training and upskilling programs that are designed for adult learners. Many of these are directly integrated with the aforementioned services.

## The Los Angeles Unified School District (LAUSD) Division of Adult and Career Education (DACE)

DACE programs are currently tuition free and provide a variety of training and upskilling programs for adults. DACE provided specific programming for Older Adults prior to 2015; however, due to state funding adjustments, LAUSD adjusted all of its adult programming to be for 18 and over. LAUSD currently has navigators at all of the WSCs, which allows for easier placement of adults into DACE programs.

- **Career Technical Education (CTE)** training is taught by industry professionals with years of real-world, on-the-job experience. These courses prepare CTE students for entry-level employment, career advancement, and industry certification in 15 different industries.
- **Integrated Education and Training (IET)** programs provide English and math literacy while simultaneously providing CTE training. This allows English as a Second Language (ESL) and Adult Basic Skills students to accelerate the realization of their career dreams.[124]

## Los Angeles Community College District (LACCD)

LACCD is the largest community college district in California with nine campuses across the County. They offer a variety of programs and resources for students, which include:

- **Career and Continuing Education (Noncredit/Adult Education):** Classes for adults to learn English, learn a new skill, or earn a certificate that leads to employment. Free classes are available at all nine of the community colleges. Examples of specialized classes and programs include ESL, healthcare, business, and more.
- **CTE Education and Career Pathways (Credit):** CTE offers high-quality, rigorous, and relevant educational pathways and programs developed in partnership with business and industry experts. CTE programs provide educational, work-related, and technical training that will lead to employment, career advancement, or transfer to a university.
- **In-language classes:** Classes taught in a variety of languages other than English. A pilot program was launched in 2023 that offered 60 classes in four languages—Spanish, Mandarin, Russian, and Korean. Almost all of the courses offered were in noncredit classes focused on job training, including in automotive repair, child care, and healthcare services.[125] These programs will be expanded to include more career services as needed.
- **Community Services/Extension:** Community services classes are noncredit, short term, and fee based. They are recreational and special-interest classes (including educational and career development classes). Only five of the nine campuses offer community services/extension.

## Numbers Served

Given current service levels, all of these programs together do not have the capacity to meet the vast demand for workforce programs for the 55+ population. The table to the right provides an overview of the number of Older Adults each program served fin Program Year 2022–2023.

**Capacity & Number Served for Los Angeles Programs for Older Workers (PY 2022-23)**

| Entity | Program | Total # Served | # 55+ Served | 55+ % of Total | Annual Program Capacity |
|---|---|---|---|---|---|
| **LA City** | | | | | |
| EWDD[126] | WSCs (WIOA Adult & Dislocated Workers) | 12,743 | 1,927 | 15.1% | - |
| | LA:RISE | 829 | 340 | 41% | - |
| Personnel Dept.[127] | TLH | 2013 | 500 | 24.8% | - |
| Dept. of Aging | LA City DOA-SCSEP | 95 | 95 | 100% | 79 |
| | OWEP | 25 | 25 | 100% | 25 |
| **LA County** | | | | | |
| Dept. of Economic Opp. | AJCC (FY 2023) | 230,000 | 1700 | 0.74% | - |
| Aging and Disabilities Dept. | LA County AD-SCSEP | 70 | 70 | 100% | 70 |
| CA Dept. of Rehab | DOR-Greater LA Region (FY '22–'23 | - | 1298 | - | - |
| **Education & Training Partners (2022–23)** | | | | | |
| LAUSD | DACE | 64,485 | 5572 | 8.64% | - |
| LACCD[128] | Adult Education programs | 20,287 | 2840 | 14% | - |

## Model Cogenerational Programs in Los Angeles

There are a number of existing programs in the region that bring people together across generations to enhance workforce development outcomes. Some of these best practices and model programs are explained below.

### Mayor's Office Early Childhood Education Student Advancement Program (ECE-SAP).

ECE-SAP is a cohort training for LA Community College students wherein students earn an ECE permit along with their AA degree or an ECE assistant permit so they can get a job or open their own in-home care center. Participants receive supportive services including scholarships, coaching, permit workshops, a paid 130-hour internship, and mentorship from retired child-development professionals who are invested in developing the next generation of early childhood educators. The current program is funded through CA Volunteers and serves youth aged 18–30 who are enrolled in community college. This program is already lauded as a great cogenerational program model. It can be expanded to include training for Older Adults alongside youth participants to further increase the pool of ECE providers across the region.[129]

### Housing Authority of the City of Los Angeles (HACLA) Digital Ambassador Program

This program trains and hires HACLA youth residents aged 18–24 to provide digital support to Older Adult residents through on-site computer labs. Support is provided on a one-on-one basis and may include teaching people to sign up for and log in to telehealth, setting up an email address and using the computer lab, and signing up to pay rent and bills online. There are 30 Digital Ambassadors across four sites in South LA in Watts.

### Los Angeles LGBT Center Culinary Arts Training Program

The 12-week, 300-hour training program enrolls people aged 18–70+ and allows them to earn a food safe handler certificate and culinary certificate. The program is part of LA:RISE, as it is set up as a social enterprise wherein students prepare up to 500 meals a day for the center's youth and senior members, many of whom struggle with homelessness and food insecurity.[130] Many of the students are current residents of the center's senior or youth housing who need additional training or upskilling in order to secure a job.

## Model Upskilling Programs for Older Workers in Los Angeles

### Upskilling Academy for Construction Workers

Over a quarter of the current construction workers within Los Angeles are 55+. This is concerning for an industry that is physically demanding and exacts a higher-than-average toll on worker health. Many of these workers need to be able to transition their skills to less physically demanding roles if they seek to remain in the workforce.

A new program of Los Angeles World Airports (LAWA) seeks to upskill older construction workers into upper-level industry roles by providing them with a training program before they are 55 to allow for a 10-year transition. This would allow those workers to phase out of manual labor and move into more office-based roles such as teaching, project management, or owning their own companies. The program is partnering with Los Angeles Southwest Community College to create a construction certificate pathway program that would provide a route to construction management, facility management, licensed contracting, and project management careers.

# IX. CURRENT WORKFORCE SYSTEM PERFORMANCE

This section outlines the current landscape of the City's Workforce Development System's (WDS) ability to serve Older Adults. Information was pulled in based on focus groups with WSC staff, meetings with EWDD employees, analysis of EWDD data, and conversations with Older Workers themselves.

LA City EWDD contracts 14 WSCs and two portal offices that are run by nonprofit City contractors. WSCs provide résumé support, interview-skill building, job training, employment connections, job search support, and career guidance. Each center is contracted to support 750 total adults and dislocated workers (525 adults and 225 dislocated workers).

**While WSCs are designed to serve all adults who need support, they are not all equipped to address the unique workforce challenges, employment barriers, and needs of Older Adults, nor are they serving a representative proportion of Older Adults.**

## A. CHALLENGES WITH HOW EWDD WORKFORCE PROGRAMS ARE PROVIDED

**Lack of collaboration across City departments and Older Adult–serving organizations creates silos.** Older Adults use services and resources across multiple departments; however, resources are not braided or leveraged for highest impact. Further, there is a lack of an official forum for collaboration across City departments.

- **Disjointed supports for Older Adults create gaps** in efficiencies and reduce program ability to reach all parts of the City and those in need.
- **Lack of referrals and tracking of referrals across departments and agencies** limits the ability to streamline services and reduce bottlenecks. The DOA often refers many Older Workers to the EWDD when they are not eligible for the SCSEP or OWEP, but referrals are not tracked. Strengthening referrals across programs will help ensure that Older Adults who do not currently qualify for programs are given proper guidance on where to seek support.
- **Lack of data-sharing across Older Adult–serving departments.** EWDD programs and the City's DOA do not share a data system and thus cannot track shared clients, referrals, or collective success.

> ***"I'm not particularly aware of any City programs or departments for Seniors. It would be OUTSTANDING for the City/State to make more of us informed!"***
>
> -Older Adult survey respondent

**Restrictive enrollment and eligibility requirements prevent program participation** for individuals who need services but may not meet the need threshold or age requirements of a program.

- **Many programs prioritize serving those most in need without offering an alternative for those not yet in crisis.** This inadvertently prevents the provision of services for Older Adults who cannot find a job or who want part-time work so they do not fall into crisis later.
- **Older Workers who have advanced degrees and/or several years of experience and are looking for white-collar jobs are harder to place due to ageism in the hiring process.** Programs are not designed for them, and they have limited prospects, especially if they do not have computer/software skills. It is also difficult to match their salary expectations.

**The workforce system is designed for younger entry-level workers** and is not equipped to serve Older Adults.

- **Many workforce programs serve Older Workers, but few are specifically designed for Older Workers who have unique needs.** Many services that WSCs provide focus on how to build a first résumé, get an entry-level job, and build a career from a starting point. Older Adults, however, often have a lifetime of work experience, transferable skills, and existing training knowledge.
- **Some training programs are too long for workers who need an income now.** Some Older Workers do not have the time to do a 9-month training program; they need on-the-job-training and money now. Seniors in particular often need fast-track programs to fill financial gaps before their social security kicks in.

**WIOA metrics focus on placing people into full-time employment (FTE) versus flexible, part-time options.** WIOA does not mandate that clients only be placed into FTE, but WSC employees interpret this focus as a requirement. This inadvertently leads to prioritizing placing clients into FTE and/or pushing clients into jobs that may not be the right fit. Many Older Workers want or need part-time work as they have caretaking responsibilities, health needs, are navigating the retirement benefits cliff, or simply want to work part time to fill an income gap. Part-time employment is not prioritized or well developed through the workforce system.

**Older Adults are overlooked for upskilling and training opportunities.** Older Adults are placed into credential and training programs at a much lower rate than younger workers. This includes on-the-job training, apprenticeships, and short-term training programs. California state-level data shows that only 10% of Employment Training Panel (ETP) dollars go toward training adults aged 55+.

**Programs are not designed to assess an individual's current skills or help people transfer their skills.** While many WSC case managers help participants develop their Individual Employment Plan (IEP), WSC staff rarely have the training and tools needed to assess and identify skills and support participants in the successful transfer of their skills to a next job. Unfortunately, many programs only provide a general skills assessment that does not assess transferability of skills. Further, many programs deliver generic content that often does not meet the needs of Older Workers or build on their existing skills.

**WSC staff do not have adequate training to support Older Adults.** Most staff are not trained or prepared to serve Older Adults. Some younger staff members make assumptions about Older Workers that limit their help (i.e., believe Older Workers do not know technology or are slower to learn new skills). Additionally, staff are not taught how to support Older Adults' transfer of existing experiences into a right-leveled job search and placement.

**Programs do not navigate the benefits cliff and retirement benefits limitations.** Older Workers must ensure they do not lose public benefits they receive (e.g., social security limits on hours worked), but staff do not know how to navigate these benefits or help clients navigate the benefits cliff.

**Lack of digital literacy programs.** Digital literacy is essential when looking for employment; however, high-quality programs are not consistently offered, nor are they provided in participants' native languages. Due to some clients' limited technology knowledge, service providers often spend a lot of time helping clients fill out online job applications.

**Programs lack wraparound support.** Many Older Adults need wraparound supports such as transportation, benefits navigation, and caretaking support in order to work. Unfortunately, many WSCs struggle to provide them with the support and attention needed to address their needs. Further, many Older Adults think that they need to work due to a gap in their income, but they may be able to fill that gap through public benefits that they are eligible for yet not currently enrolled.

**Programs lack employer partners and direct placement sites** that are willing to hire Older Workers and pay a living wage.

**Older Worker programs are not designed for longevity due to short-term funding sources.** Many programs and initiatives for Older Workers have been launched over the years, but they are not sustained after the initial funding ends. Further, WSCs often borrow money from other funds to meet the needs of this group.

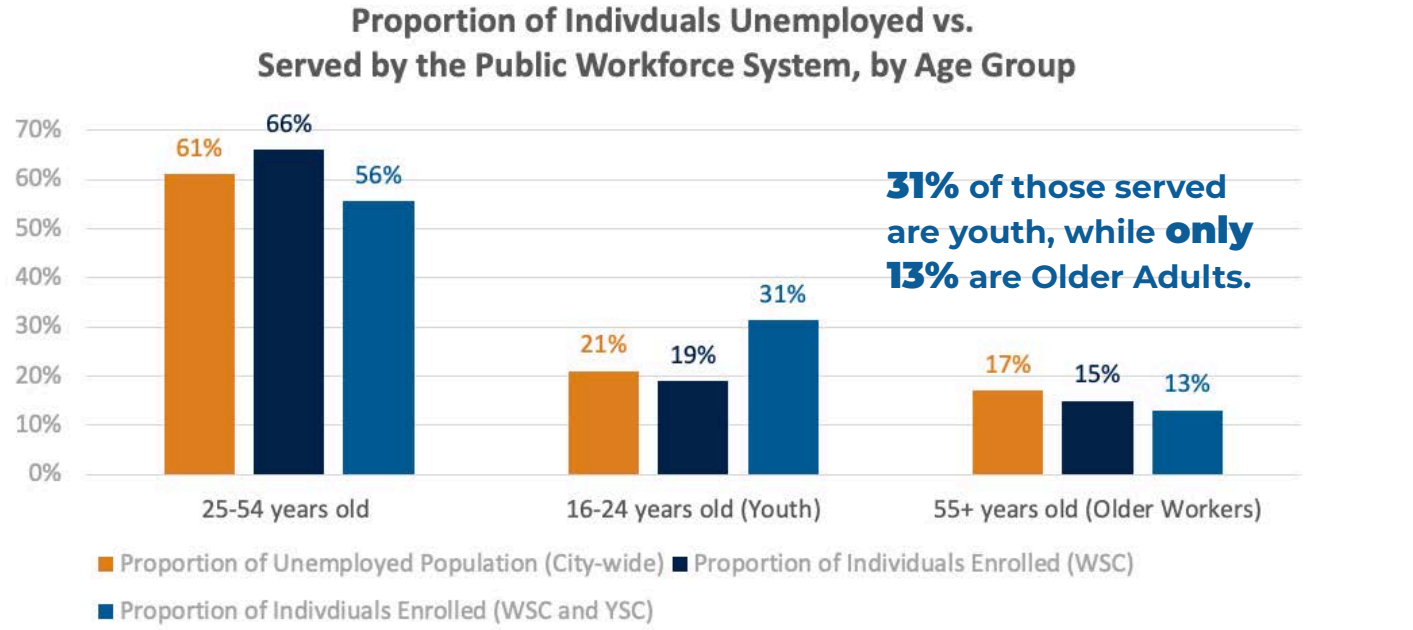
**Workforce programs are not marketed successfully to Older Adults.** Older Adults lack information and knowledge about existing workforce programs. Older Workers do not know where to go for support and often wait until they are in crisis to find services. The technology skills gap of some participants further prevents access to programs.

**Workforce services are not accessible or are difficult to access due to digital access,** transportation, or knowledge gaps.

## B. WHO ARE WORKSOURCE CENTERS SERVING

Compared to all WIOA enrollments across program type, enrollment is lower for 55+ compared to younger age groups (25–44 and 45–54). In LA City, 17% of unemployed individuals are 55+, but only 15% of those enrolled in WSCs are 55+.

The adult workforce system (WSC) serves a higher number of youth than Older Adults. Specifically, 19% of those served are youth whereas 15% are Older Adults. The combined system (WSC + YSC) serves more than twice as many youth as Older Adults.

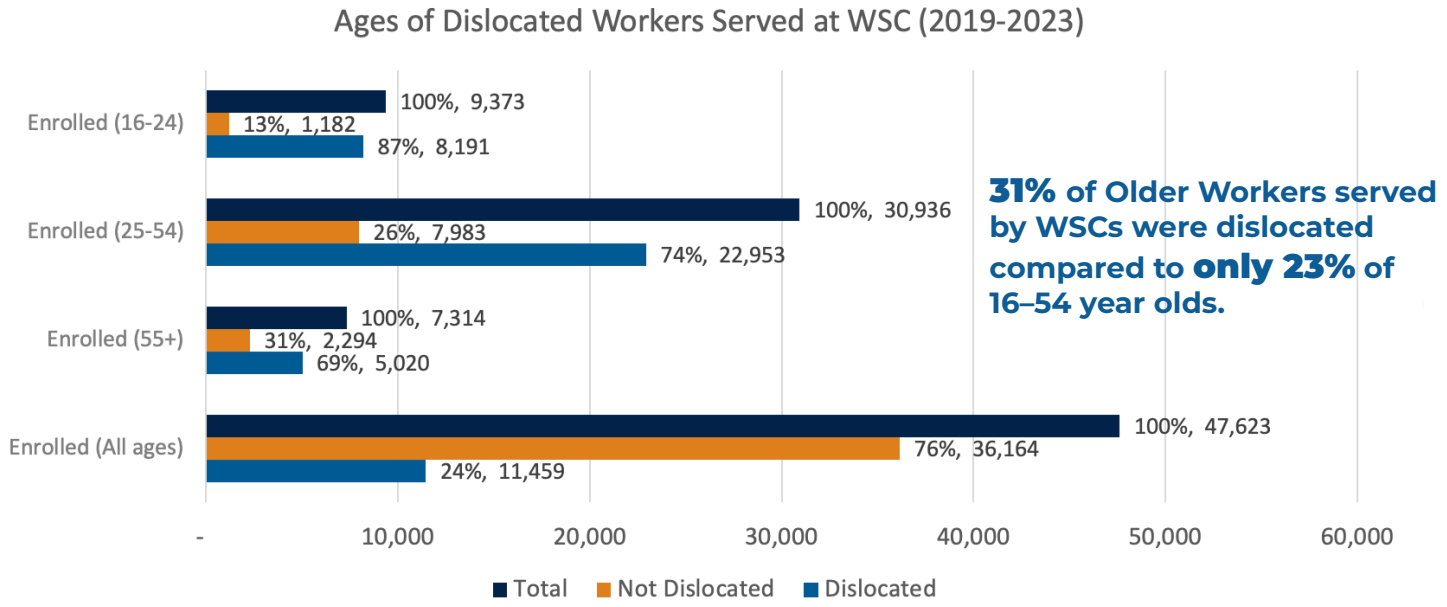



## Enrollment in LA City Workforce Services (2021-2023)[131]

| Enrolled in WSC **Age 16 and Up** | Enrolled in WSC **Ages 55 +** | % of Total Enrolled in WSC **for 55 +** | Enrolled in WSC and YSC, **Age 16 and Up** | Enrolled in WSC and YSC, **Ages 55 +** | % of Total Enrolled in WSC & YSC for **Ages 55 +** |
|---|---|---|---|---|---|
| **25,876** | **3,994** | **15.4%** | **30,630** | **3,994** | **13.0%** |

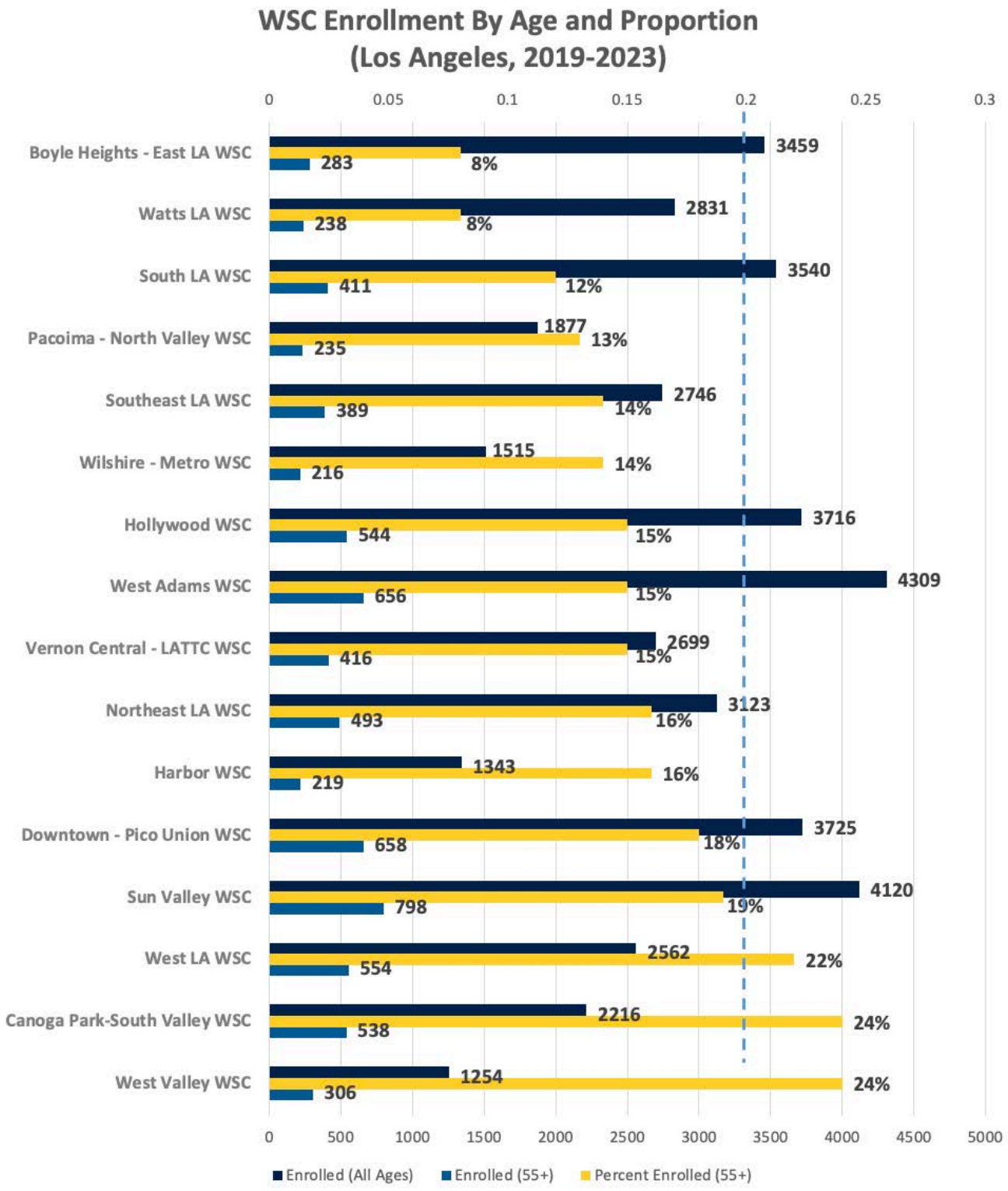
## Dislocated Workers

Older Adults are much more likely to be dislocated than workers under 55.



## Older Worker Enrollment by Service Provider

When data is looked at by individual service provider, only five sites are serving a proportional number of Older Adults, meaning that 17% or more of their clients are Older Adults. The chart below shows the enrollment of each WSC. Canoga Park-South Valley WSC and West Valley WSC were the two top WSC locations with the highest proportion of older individuals enrolled compared to other ages.

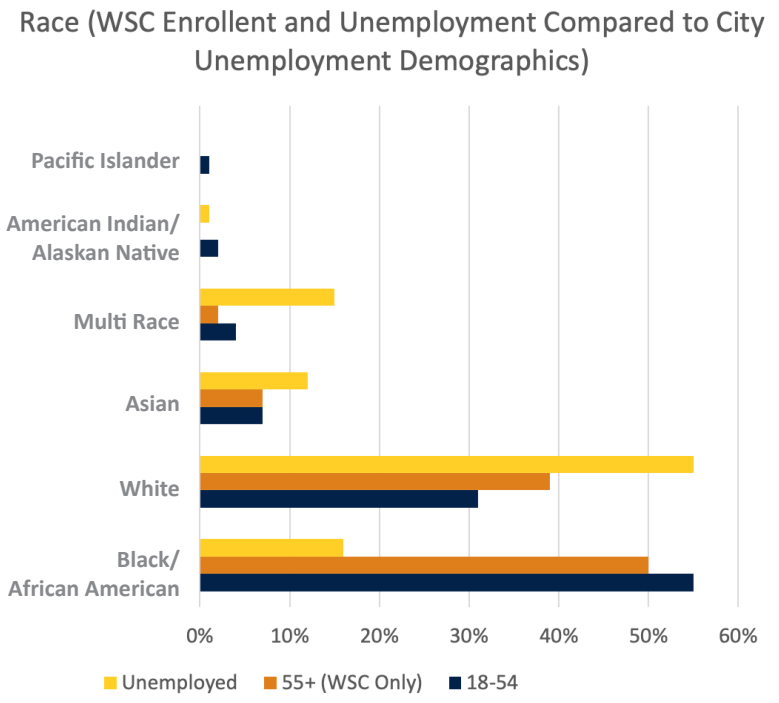


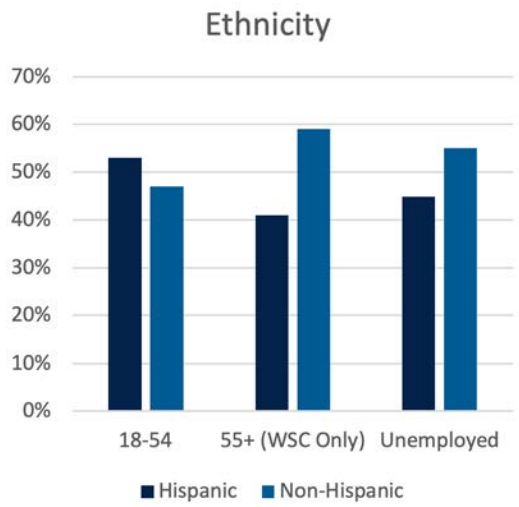
## Demographics in WIOA and WSC Enrollment Compared to City Population

### Race and Ethnicity

In 2023, Black residents in LA City made up 16% of the unemployed and 9% of the population but had the largest number of enrollments in WIOA programs (regardless of age or program considered). Meanwhile, Asian residents represented 12% of the unemployed and 16% of the total population but only 7% of those enrolled at WSCs.

Almost half of the population is of Hispanic ethnicity (the largest proportion also identifying as white). Hispanic individuals were well represented, at or above the percent of population and unemployed in all age groups except 55+, where WSC representation was 8% below the population and 4% below the unemployment rate.



## Meet Margo Wright (67)

I have great customer service skills, am a great problem solver, and have multiple degrees and credentials, including a bachelor's. Yet, despite my qualifications and experiences, all people seem to see is my age. I have had multiple careers in my life. I was in early childhood education for 8 years, was a billing services operator for AT&T for 18 years, was in medical billing, and most recently serve as a chef. Over the years, I have consistently enrolled in certificate programs and training to build my skills and employability. For example, I got a degree in medical billing from LACC.

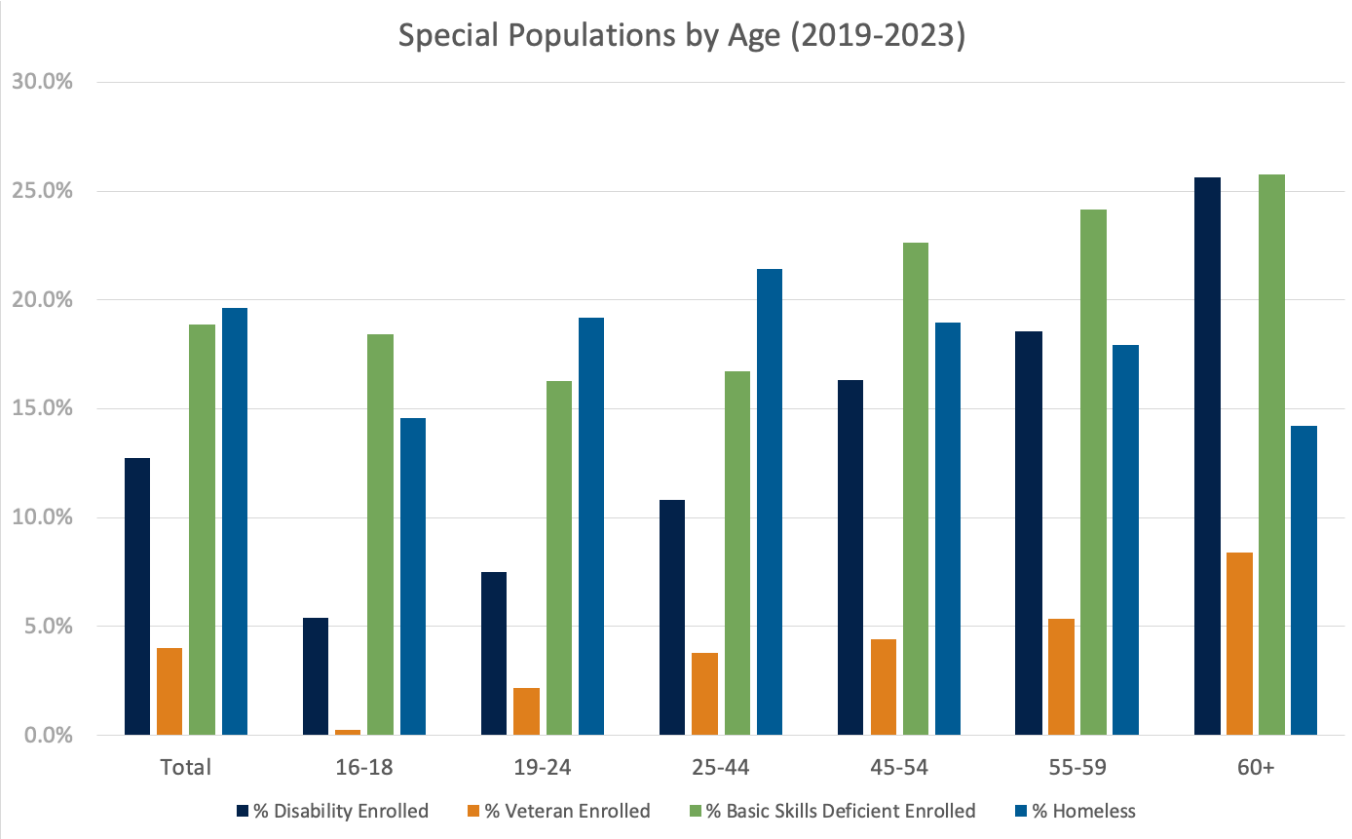
When the pandemic hit, I was working as a sales representative, and I was laid off. I have been applying to different jobs online and going to the EDD for support, but I rarely get called back. Employers seem to think that my age reduces my abilities or that I have physical limitations, but I am healthy. When I get in-person interviews, they often lead to job offers. Age discrimination persists in phone or online interviews. It's frustrating that my capabilities are often overshadowed by ageism.

***"Never let people tell you that you are too old. Age is a state of mind."***

## Special Populations

Older Adults enrolled at WSCs generally face more barriers to employment than other clients.

- Veterans and people with disabilities have the highest percentage of adults 55+ enrolled.
- Homelessness: 18% of 55–59-year-old clients and 14% of 60+ clients are experiencing homelessness, but the highest rates are within 19–44-year-olds.
- In the LA:RISE program from 2020 to 2023, 10% of participants were 55+ (340 individuals compared to 2,902 individuals under 55). Of those, 266 were co-enrolled in WIOA programs.




## Gender

Men and women make up roughly 50% each of the population; however, more older men were enrolled in WSCs than women. From 2021 to 2023, 45% of Older Adults 60+ were women compared to 55% of 60+ men.

This is especially interesting given that women live longer than men and often face higher income disparities than men. There is also a higher percent of skill deficiency in female versus male enrollees across all age groups. The gap, however, increases as people age, creating a difference of 6% for 55–59-year-olds.

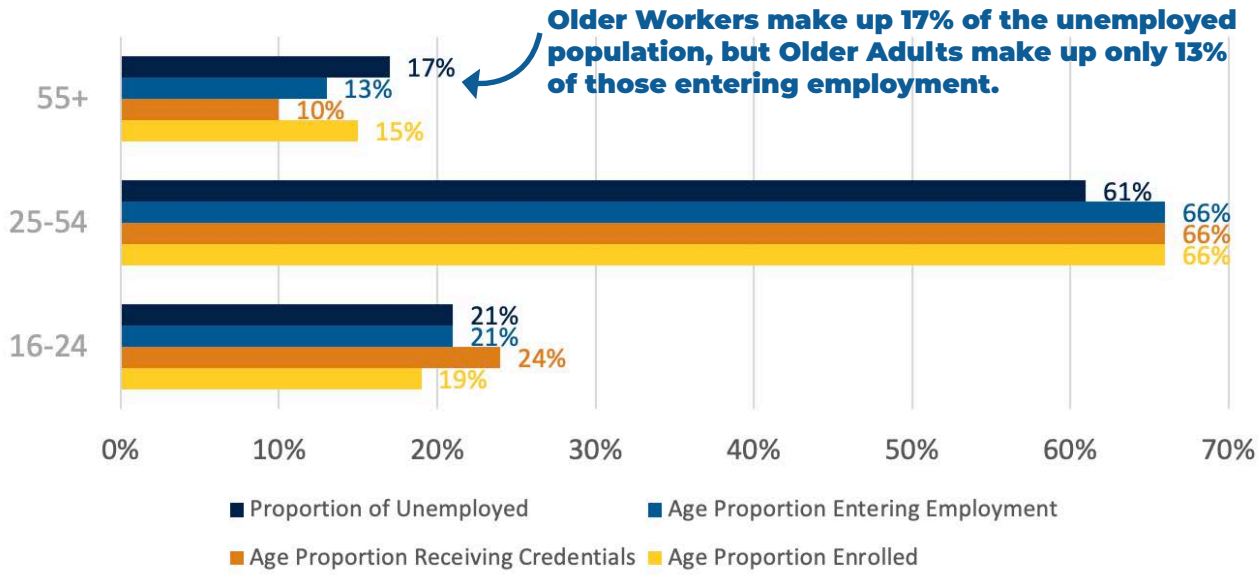
***"With their resources and guidance, elders can thrive in a world we helped create."***

-Marvin Thornton
Older Adult focus group participant

## C. OLDER WORKER CLIENT OUTCOMES

Older Adults served by WSCs have a more difficult time being placed into employment than younger workers and face more barriers to employment. Even so, once they are placed into employment, Older Adults retain their employment at a higher rate than every other age group.

WorkSource Center Enrollment, Employment, and Credentials by Age, Compared to Unemployment (2021-2023)




**Employment placement decreases with age.** From 2021 to 2023, there were 1,455 individuals 55+ who entered employment compared to 11,801 individuals aged 19–54 in WSCs. From 2019 to 2023, 65% of 18-year-olds entered employment compared to only 41% of those 60 and older and 54% of those aged 55–59.

**Earn fewer credentials than younger workers.** Of the credentials given, only 10% went to those 55+ compared to 66% to those 24–54 years old. Those 55+ also tend to spend more time in training than younger individuals, despite earning fewer credentials. Those 60 and older show the longest average for number of days in training at 158 days compared to 118 days for 18-year-olds and 119 days for 55–59-year-olds.

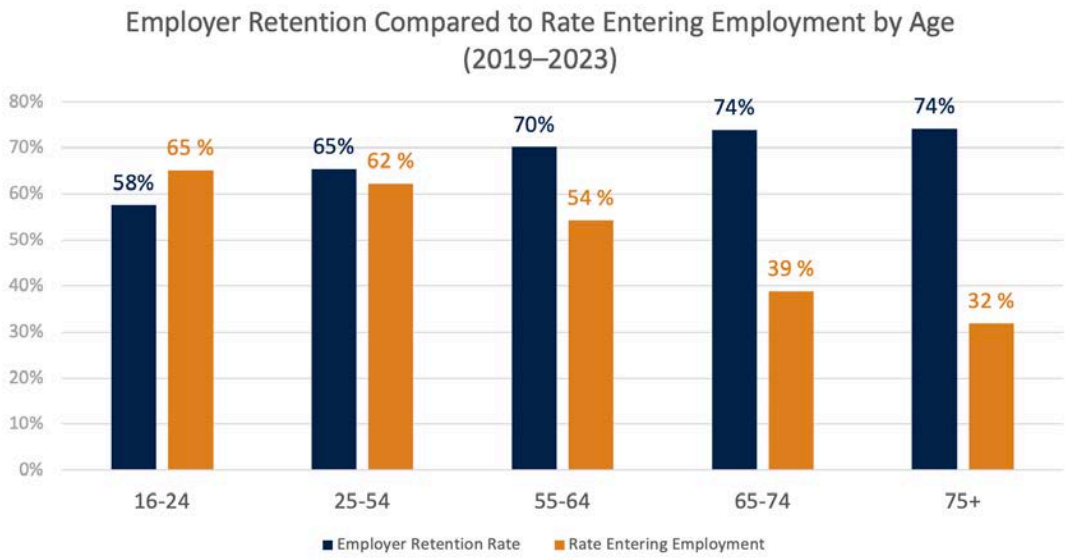
**Lower participation rates in earn-and-learn opportunities.** Training-related employment is lowest for older individuals coming out of WSCs, particularly for those between the ages of 55 and 59. ETP programs of study were less diverse for older populations. Community college certificates and employment study programs were only seen for those 54 and younger, but overall programs of study in the "Industry-recognized certificate" and "Other" categories produced the highest number of credentials.

**Earning change is lowest for Older Adults.** Older Adults saw a much lower earning change than their younger counterparts. Those 55+ saw an earning change of $0.37 compared to $0.96 for 18-year-olds and $0.40 cents for those aged 19–24.

**Industry placement.** WSC participants aged 18–54 are enrolled in a more diverse set of services, programs, and credentials than those aged 55+.

- Healthcare and social assistance is the second most common WSC job given to Older Adults. This is well matched to industry share at the City level but the second highest share.
- Professional, scientific, and technical services is the second most popular industry in which people across the City are employed. However, Older Adults are poorly represented in employment herein (2.3% of the total despite being the second largest share of industries).

**Employer retention is high.** Once employed, the 55+ age group had the highest retention rate of any age group. 55+ individuals retain their employment at a 74% rate compared to 66% and below for those aged 18–44. Unfortunately, Older Adults are being placed into employment at a much lower rate than younger workers.




**Employment Placement Decreases with Age**

**Employer Retention Increases with Age**

## Meet Marvin Thornton (60)

I had my first job when I was 14. In 2 years, I worked my way up from busboy, to hot dog guy on the 9th hole, to burger dude, to waiter in the main dining room. I have a strong work ethic, discipline, and skills.

I worked in the fitness industry for 30 years and was a productive employee in various jobs. When the COVID-19 pandemic hit, I lost my multiple jobs. When the employers started opening back up, they were not trying to rehire relics like me. So now, in addition to racism and homophobia, I have to deal with ageism.

I looked for jobs for years and was unable to pay bills and was seemingly unemployable. I was afraid, angry, and in shock. I sent out résumé after résumé, but I rarely got a response. Sometimes, I was forced to answer ridiculous questions like, “Are you sure you can be on your feet that long?” I have 30 years of experience in the fitness industry! I have more stamina than most people.

At the height of my frustration, I carried myself and all my feelings to the LA LGBT Senior Center where I enrolled in the Culinary Arts program and was welcomed as my 60-year-old self. At the center, I was a student, an equal, and seen as someone who is able and ready to work. My 60-year-old self was reborn.

Now I am employed, confident, and still have more stamina than most! I am thrilled and ready to take my wisdom, experience, and sense of wonder to my new career. I am forever grateful to everyone at the Culinary Arts program and all the beautiful people at the LA LGBT Senior Center.

***“Your assumptions are inaccurate; 60 is the new 45.”***

# X. LABOR MARKET INFORMATION

The 2024 Los Angeles County Economic Development Corporation (LAEDC) Economic Forecast outlines a number of challenges and opportunities, such as inflation, increasing income inequality, population decline, and continued impacts of the COVID-19 pandemic recovery, facing the Los Angeles region. As a City and region, Los Angeles must address these key challenges head-on to achieve economic stability and continued growth.

One of the most pressing challenges is the local labor market. Worker shortages in both California and the United States are evident across several industries, creating voids that could potentially be occupied by Older Workers. According to the report, LA County has seen an exodus of many young college graduates and an overall population decline, which will make the economy more dependent on Older Workers and push employers to retain and advance workers from this demographic. This section provides information about the current labor market in LA County, including industries that have pressing demand and skills gaps.

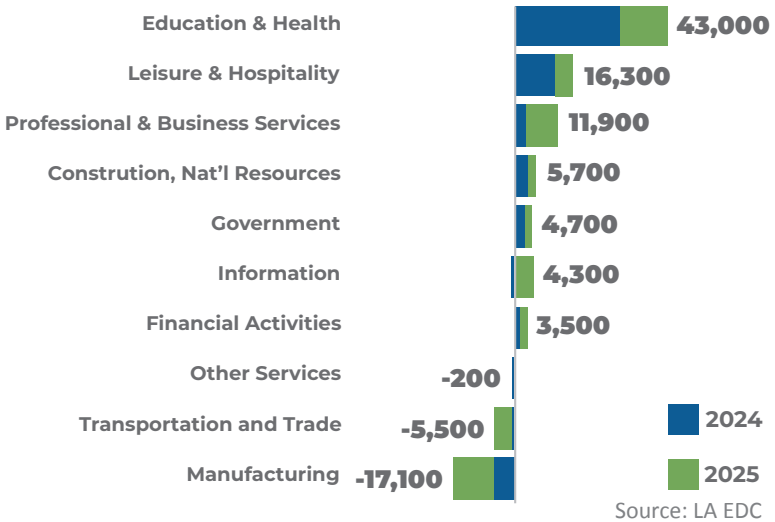
## LEADING INDUSTRIES AND OCCUPATIONS IN LA COUNTY

The chart below shows key sectors expected to contribute the highest job growth over the next 2 years. The top three sectors by share of employment are education and health (43,000 new jobs), leisure and hospitality (16,300 new jobs), and professional and business services (11,900 new jobs).

### Industries Employing Older Workers in LA County

There are a number of industries that employ and retain a higher share of Older Workers. When considered by number of jobs produced for those 55+, the top industries in LA County included individual and family services, restaurants and other eating places, and education and hospitals (see top 10 below). In the individual and family services industry, workers 55+ make up an impressive 101,000 jobs out of 290,000, or 35% of the industry overall. It is also interesting to note that the top three industries by job for Older Workers are also the top industries overall in terms of job production across all age groups. The top three industries include occupations that involve people-centered roles requiring soft skills such as customer- or client-interfacing roles (ranging from school teacher to home health and personal care aides to food service workers).

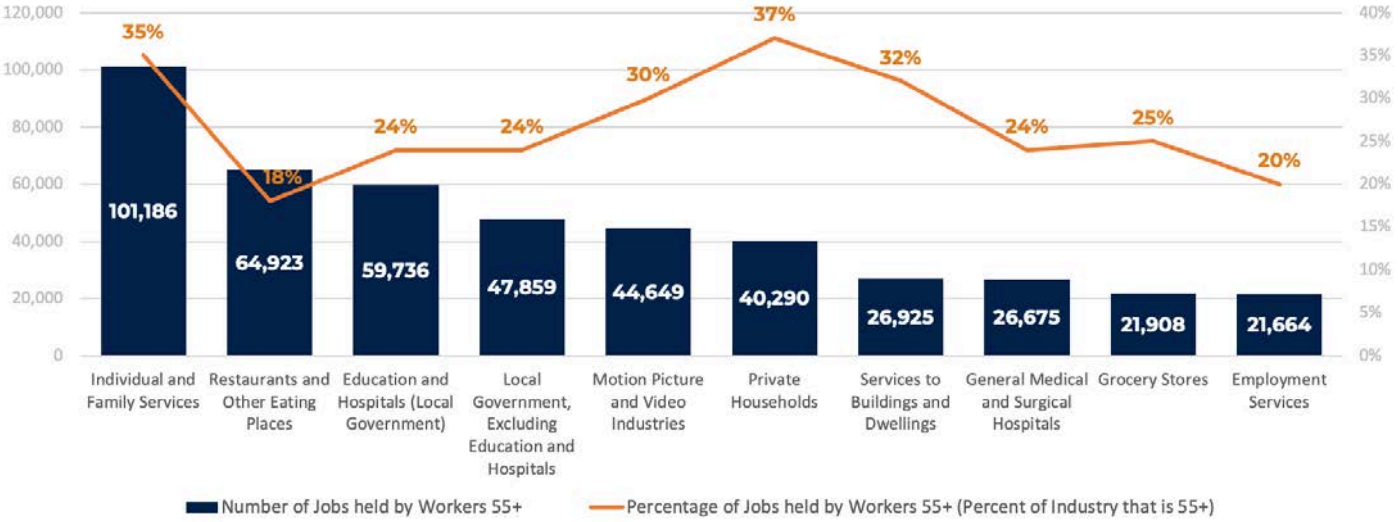
### 2023 to 2025 LA County Employment Growth by Industry




Source: LA EDC

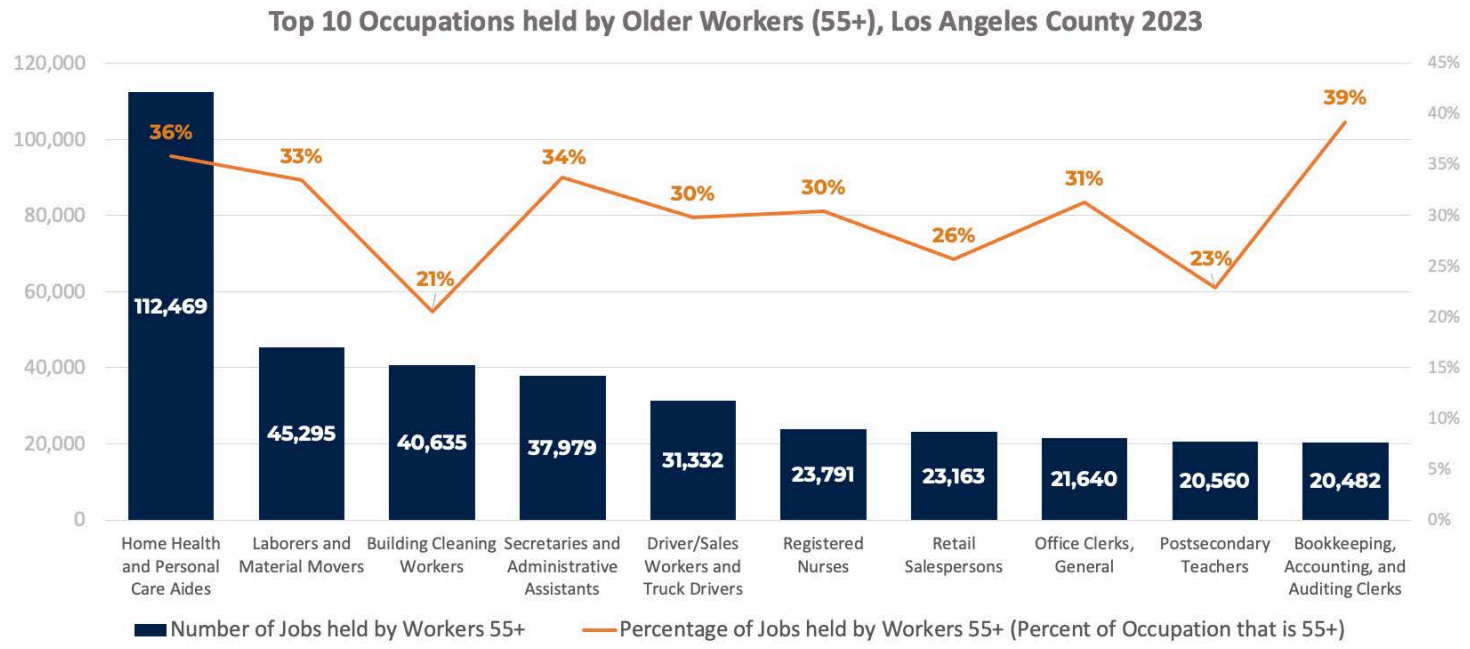
## Top Industries for LA County Workers Aged 55+ (2023)

*A complete table can be found in the Appendix.*



## Occupations Employing Older Workers in LA County

The top 10 occupations for Older Workers in LA are outlined in the table below. The #1 occupation in LA County that is **currently employing the most individuals, including Older Adults, is home health and personal care aides.** These essential healthcare positions are needed to care for the ever-expanding older population.[133]




## Skill Alignment and Transfer

Regardless of worker age, many industries and occupations are changing quickly. The BLS projects that many of the faster growing job sectors (e.g., information, healthcare, and social assistance) will demand continuous upskilling to help workers keep up to date, regardless of age.[134] This highlights the need for upskilling of all workers, not just older ones, to fill new jobs and roles. It also means that it will be key to identify transferable skills for Older Workers who may be moving into a new position and industry.

**Upskilling and training must be equally available to all-aged workers to ensure that opportunities, or a lack thereof, do not perpetuate ageism.**

Transferable skills commonly include interpersonal and resiliency-related skills such as communication, adaptability, problem-solving, teamwork, and work ethic,[135] but they can also include key hard skills that may align with industry trends but require updates to leverage effectively.[136] By conducting thorough assessments, organizations and policymakers can tailor training programs and interventions to address specific skill gaps and equip Older Workers with the competencies needed to succeed in emerging sectors.

The discussion of skill gaps in Older Workers is also a complex one because of the effects of ageism. The perception of a skill gap versus an actual measurable skill gap is difficult at times to prove, and ageism itself has a complicated intersectional relationship with other types of bias. For example, older Americans do have a lower level of digital skills on average than younger Americans, and older people of color and women tend to have lower skills than their white male counterparts.[137] However, the gap may not be as wide and uncloseable as it is made to seem. Many studies report that the gap is a result of exposure to technologies and availability of training and upskilling. This is exacerbated given that Older Adults are chronically provided fewer training and upskilling opportunities than their younger peers.[138] **Emerging technologies are new for everyone. Upskilling and training must be equally available to all-aged workers to ensure that opportunities, or a lack thereof, do not perpetuate ageism.**

# XI. RECOMMENDATIONS

***"AARP CA applauds the City of Los Angeles, the Economic Workforce and Development Department, and the Workforce Development Board for developing a strategic blueprint addressing the economic imperative for building, growing, training and sustaining a workforce that is inclusive of diverse age groups. AARP believes it is essential for employers to recognize the value of experienced workers and to provide equal opportunities, regardless of age."***

– Michael Murray, AARP CA Director, Business Integration.

# XI. RECOMMENDATIONS

## Overall Vision

Los Angeles recognizes the economic and social value of Older Workers to the workforce, businesses, and communities and leverages their talent to advance economic vitality in the region.

## A. City Goals, Strategies, and Tactics

**GOAL 1:** Increase the number of 55+ adults enrolled with successful outcomes across the workforce system.

The current workforce development system is underserving Older Adults 55+. The City must improve Older Adults' knowledge of the system, access to the system, and the success of Older Adults that are served by the system.

**GOAL 2:** Increase the number of employers who employ, retain, and advance Older Workers.

Too often, Older Adults are job ready, but employers are not ready to hire due to ageism and bias. Engaging and enlisting employers in this initiative is an essential element of every part of this plan. While most employers acknowledge the trend of the aging workforce, few have actual policies in place to support Older Workers.

**GOAL 3:** Advance the City's efforts to be a more age-inclusive* workplace by developing employment, retention, and advancement opportunities for Older Workers.

In addition to its role as a governmental entity, the City is one of the largest employers in the Los Angeles region. When the City implements a number of initiatives and programs for City workers, it provides a model for other employers across the region. Thus, the City needs to lead as an employer who employs, advances, retains, and values the contributions of Older Workers.

**GOAL 4:** Ensure workforce services are responsive to the unique needs and preferences of Older Workers and are provided in a culturally competent manner.

Workforce services are often designed based on the needs of younger workers and do not consider the unique needs, preferences, and experience of Older Workers. The workforce system must deliver culturally competent services tailored to the specific needs and preferences of Older Workers. This entails equipping workforce staff with appropriate training to serve this demographic adeptly. Additionally, programs and services should be customized to accommodate the diverse cultural, ethnic, and social backgrounds of Older Workers to ensure they receive the types of services they need to be successful.

**GOAL 5:** Create and provide in-demand training, upskilling, and earn-and-learn opportunities to enhance career success for Older Workers.

Many Older Workers need education and training to get a job or retain their current job. Unfortunately, education and training systems are rarely designed with Older Workers' needs in mind. The region must collaborate to develop relevant in-demand training and provide them in a flexible manner that is accessible to Older Workers. This includes entrepreneurship training, technological upskilling, and apprenticeships.

## GOAL 1: Increase the number of 55+ adults enrolled with successful outcomes across the workforce system.

| STRATEGIES | TACTICS | YEAR | LEAD PARTNERS |
|---|---|---|---|
| **A. Strategically market workforce programs and education and training offerings to Older Adults.** | 1. Develop an Older Adult–targeted marketing strategy.<br>2. Partner with faith-based organizations to get the word out about workforce services to Older Adults.<br>3. Partner with Older Adult–serving partner agencies such as County Aging, DOD, HACLA, LAPL, and RAP to co-promote workforce services at their sites.<br>4. Utilize traditional news outlets and ethnic media to market workforce services to Older Adults.<br>5. Hire Older Adult outreach workers to conduct outreach. | Y1<br>Y1<br>Y1<br><br>Y1<br>Y2 | Mayor's Office, EWDD, DOA, County AG |
| **B. Co-locate workforce services at sites that serve Older Adults.** | 1. Provide workforce development support at housing sites, including the Mayor's Inside Safe sites, to better support Older Adults experiencing housing insecurity to get jobs.<br>2. Allocate a number of DOA, OWEP, and SCSEP positions so Older Adults can live and work at HACLA and LAHSA Senior Housing sites. | Y2<br><br>Y2 | EWDD, DOA, HACLA, LAHSA |
| **C. Develop job placement support and program funding to support Older Adults who do not currently qualify for workforce programs due to income eligibility.** | 1. Identify risk indicators for which additional funds can be expended to expand the current limited eligibility parameters.<br>2. Identify ways to braid funds, seek funds, and set aside funds for Older Adults who do not meet the current limited eligibility parameters but need employment services. | Y1<br><br>Y2 | EWDD, DEO, LACCD, DACE, LAPL, RAP |
| **D. Create and implement local performance measures for Older Workers in the WSC system.** | 1. Implement an Older Worker (55+) enrollment goal to ensure that WSCs serve a proportional number of Older Adults compared to unemployment rates (in 2023, this rate was 17%).<br>2. Implement a part-time placement initiative and establish a success metric that tracks both full-time and part-time employment. | Y1<br><br>Y2 | EWDD, WDB, DEO |
| **E. Improve coordination and collaboration across Older Adult–serving systems and programs.** | 1. Develop a collaborative that meets regularly to ensure ongoing connection and collaboration across staff of City, County, education, and training provided for Older Workers.<br>2. Provide cross-training to increase cross-departmental knowledge of workforce services and supports for Older Workers.<br>3. Track referrals across programs and strengthen warm referrals to reduce bottlenecks and streamline services by getting clients to the best service provider.<br>4. Develop processes for collaboration, referral tracking, and data sharing between the DOA and EWDD. Explore how Dataquest and other platforms can be integrated and utilized for data sharing purposes. | Y1<br><br>Y1<br><br>Y2<br><br>Y2 | EWDD, DOA, Mayor's Office, DEO, AG DOR, DOD, CIFD, LAPL, RAP |
| **F. Develop programs that are designed specifically to meet the needs of Older Workers.** | 1. Develop a 55+ employment training cohort program that helps workers identify their strengths and build motivation/morale and then place cohort members with age-inclusive employers.<br>a. Partner with the Agency on Aging Area 4's to replicate the Mature Edge Job Readiness program.<br>b. Develop a cohort for women entering or returning to the workforce ("It's never too late.").<br>2. Hold a Return to Work Conference and Resource Fair. | Y1<br><br>Y1<br>Y2<br>Y2 | EWDD, DOA |

*= Year 1 Priority* *= Partnership is Already Prepared to Implement*

## GOAL 2: Increase the number of employers who employ, retain, and advance Older Workers.

| STRATEGIES | TACTICS | YEAR | LEAD PARTNERS |
|---|---|---|---|
| A. Develop an outreach and marketing campaign to increase employers' awareness of the aging labor force, help them recognize the value of Older Workers, and create age-inclusive workplaces. | 1. Lead by actively seeking opportunities to market the City as an age-inclusive employer.<br>2. Provide training and resources to employers and employer associations about how to be age inclusive.<br>a. Partner with AARP to pilot their age-inclusive training with employers in LA.<br>b. Collaborate with Chambers to provide resources and training to their members.<br>3. Urge employers to pledge to be age-inclusive employers by signing the AARP Employer Pledge that publicly affirms an employer's commitment to building an age-inclusive workforce.<br>4. Urge employers to become CAFE certified by the Age-Friendly Institute.<br>5. Develop employer champions who can share success.<br>6. Create Workforce and Equity Awards for employers who support special pop. initiatives. | Y1<br>Y1<br><br><br><br>Y1<br><br>Y1<br>Y3 | EWDD, Mayor's Office, WDB, AARP, LA Regional Chamber, LA County WDB |
| B. Establish formal partnerships with employers and industries who commit to hiring Older Workers. | 1. Curate a list of employers willing to hire part-time employees and connect them to WSCs.<br>2. Identify cogenerational opportunities for employment in the upcoming Olympics and large regional events such as the World Cup.<br>a. Partner with LA sports teams, event venues, and the Olympic Planning Committee to provide opportunities to Older Adults as event ushers, attendants, or other positions.<br>3. Urge large regional employers to establish and implement Older Worker hiring targets alongside their existing diversity hiring requirements. | Y1<br>Y2<br><br><br><br>Y3 | EWDD, Mayor's Office, LA28, DEO |
| C. Connect WSCs, AJCCs, and workforce services providers to age-inclusive employers. | 1. Engage independent small businesses and diverse-owned businesses to connect with the workforce system and serve as placement sites for Older Workers (use ETP funds to provide training).<br>2. Plan reverse hiring fairs where employers who want to hire Older Workers attend and interview on the spot. | Y2<br><br><br>Y2 | EWDD, BCA, CAO Procurement |

☆ = *Year 1 Priority* ◯ = *Partnership is Already Prepared to Implement*

## GOAL 3: Advance the City's efforts to be a more age-inclusive* workplace by developing employment, retention, and advancement opportunities for Older Workers.

| STRATEGIES | TACTICS | YEAR | LEAD PARTNERS |
|---|---|---|---|
| A. Create flexible job options that encourage succession planning and employee retention. | 1. Conduct a study to identify retirement systems, practices, and structures that allow for increased job flexibility without being cost prohibitive to the employer.<br>2. Develop a phased retirement program that allows full-time employees to work part-time schedules while beginning to draw retirement benefits and maintaining health benefits.<br>3. Explore developing a job share program. | Y2<br>Y3<br>Y3 | Personnel, Mayor's Office, City Council, LACERS, Coalition of City Unions, PALA |
| B. Create more career pathways for Older Workers into well-paid City employment. | 1. Fast track any-age workers into high-demand City jobs that are difficult to fill and need skilled workers. (e.g., accountants, helicopter pilots, and phone dispatchers).<br>2. Expand programs such as TLH to get people into City employment without having to take the Civil Service exam.<br>3. Amend the City Charter to provide extended opportunities for former City employees to return from retirement. The current charter states that retirees can only return for 120 days per fiscal year. | Y2<br>Y2<br>Y3 | Personnel, Mayor's Office, LACERS, Coalition of City Unions |
| C. Upskill existing City employees and develop career pathways into in-demand positions for those who need additional training to advance. | 1. Develop a career pathway for entry-level City employees (custodians, clerks) to become a Police Service Representative (PSR). The City is in dire need of filling PSR positions and has a difficult time getting people from the outside to enter the City for these roles.<br>2. Upskill existing City accounting clerks to become trained accountants. Partner with training providers to develop a certificate-bearing training program and/or apprenticeship to upskill current City employees who are working as accounting clerks but do not have the necessary coursework or certification to become City accountants.<br>3. Develop targeted outreach efforts to staff and managers to ensure that upskilling and advancement opportunities are provided equitably across age groups across the City.<br>4. Develop partnerships to expand upskilling and build the City's capacity to provide upskilling. | Y1<br>Y1<br>Y1<br>Y2 | Personnel, LACCD, DACE |
| D. Implement and enforce age-inclusive workplace managing and hiring practices. | 1. Embed Older Worker-specific policies and practices into the City's Civil + Human Rights and Equity Department policies and the Office of Workplace Equity practices.<br>2. Ensure that age is mentioned in official DEI statements, goals, and action plans and across DEI initiatives, including formal equal employment opportunity (EEO) statements.<br>3. Introduce and enforce age-inclusive hiring practices (*listed in the best practices section)*.<br>4. Include age in anti-bias training for employees, managers, and leadership.<br>5. Ensure that City branding, careers pages, and outreach collateral are representative of a diverse workforce, including age.<br>6. Deliver comprehensive retirement planning and benefits counseling tailored to address fiscal and health needs and to clarify City benefits pertaining to caregiving support. | Y1<br>Y1<br>Y2<br>Y1<br>Y2<br>Y3 | YDD, Civil + Human Rights and Equity, Personnel, EWDD |
| E. Embed cogenerational opportunities and programs across the City. | 1. Promote the City's existing mentoring program and seek to pair cogenerational employees to preserve institutional knowledge and build community.<br>2. Develop a paid cogenerational work experience program to provide any-age workers to understaffed public parks, libraries, and social services agencies.<br>3. Develop cogenerational paid internships with the governmental sector that focus on all ages. | Y2<br>Y2<br>Y3 | EWDD, Mayor's Office, DOA |

*= Year 1 Priority* *= Partnership is Already Prepared to Implement*

## GOAL 4: Ensure workforce services are responsive to the unique needs and preferences of Older Workers and provided in a culturally competent manner.

| STRATEGIES | TACTICS | YEAR | LEAD PARTNERS |
|---|---|---|---|
| **A. Build staff capacity to serve Older Adults.** | 1. Develop and provide staff training across the workforce system by collaborating with DOA, LA County Aging, and their Older Adult systems of care to ensure consistency of approach.<br>2. Train case managers and direct service staff on how to best serve Older Adults. Train staff to:<br>a. Understand WIOA placement outcome metrics that allow for part-time placement.<br>b. Navigate the benefits cliff, disability, and retirement-benefits limitations.<br>c. Understand new work authorization policies and not turn away Older Adults without work authorization.<br>3. Make training readily accessible to education and training partners and other workforce entities. | Y1<br>Y1<br><br><br><br>Y2 | DOA, LA County Aging |
| **B. Provide culturally competent services for Older Workers.** | 1. Develop a 55+ Peer Navigator Program that trains Older Adults to serve as Business Service Specialists specifically for the 55+ population at WSCs. Peer navigators should be trained in the SCSEP, OWEP, and WIOA programs and help clients enroll in programs, apply for benefits, and connect with employers. Positions should be 50% time.<br>2. Intentionally center and address the needs of diverse populations (e.g., housing insecure, women, immigrants, and English language learners).<br>3. Provide on-site multilingual services and access to on-demand translation. | Y1<br><br>Y2<br>Y2 | EWDD, DOA |
| **C. Develop and implement clear layoff aversion (rapid response) protocols, processes, and supports to respond to the needs of Older Adults who experience layoffs.** | 1. Proactively identify businesses at risk of layoffs and educate them about EDD's new Work Sharing Program, paid leave, and upskilling support so they can retain older employees.<br>2. Proactively connect laid off employees to Older Adult housing, relevant Older Adult benefits, and other wraparound supports. | Y1<br>Y2 | EWDD, DEO |
| **D. Help Older Workers apply for every available benefit and provide wraparound supports.** | 1. Ensure WSCs are directly connected to services such as transportation, caretaking supports, mental health, healthcare, housing, food assistance via CalFresh, disability, mobility/modality supports, and addiction.<br>2. Include benefits assessment questions during program enrollment and help Older Adults identify all benefits they may be eligible for.<br>3. Develop and expand co-location agreements between WSCs and social services that support Older Adults. | Y1<br>Y1<br>Y2 | LAHSA, DMH, EWDD, DOA, DOD, LA County DPSS, CIFD |

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## GOAL 5: Create and provide in-demand training, upskilling, and earn-and-learn opportunities to enhance career success for Older Workers.

| STRATEGIES | TACTICS | YEAR | LEAD PARTNERS |
|---|---|---|---|
| A. Develop earn-and-learn opportunities in high-need industries and market them to Older Workers. | 1. Expand the Mayor's Office Early Childhood Education Advancement program to include Older Adult trainees.<br>2. Partner with social enterprises to expand opportunities for Older Workers in hospitality.<br>3. Launch industry-specific Older Adult apprenticeship programs in high-demand occupations such as early childhood education, healthcare, home healthcare aide, and hospitality. | Y1<br>Y2<br>Y3 | LARC, LAREEC, LACCD |
| B. Develop programs and referrals to programs that teach Older Adults how to enter the gig economy and become solopreneurs. | 1. Partner with the Small Business Association (SBA), SBDCs, and the LA County Office of Small Business to identify entrepreneurship resources and training for Older Adults who have skills that can be leveraged as self-employment. (Ensure that programs are marketed to people regardless of immigration status because entrepreneurship is accessible to undocumented workers.)<br>2. Develop and provide Older Workers with a list of gig-economy opportunities that Angelenos can access such as Angie's list, Uber, and Lyft.<br>3. Identify opportunities for Older Adults to pass on trade knowledge as trainers (e.g., CTE teachers). | Y2<br>Y1<br>Y2 | EWDD, LA County OSB, LACCD, DACE |
| C. Provide incumbent worker trainings for Older Workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market. | 1. Develop partnerships to provide ongoing, high-quality, and short-term computer basics training across the City in accessible locations such as WSC computer labs, housing sites, libraries, and parks.<br>a. Partner with HACLA to expand existing computer programming for Older Adult residents.<br>b. Seek funding sources for DACE Computer Literacy courses outside ETPL constraints, aiming for efficient integration of digital skills into career pathways without extending credential timelines.<br>2. Increase the proportion of ETP funding spent on Older Workers to match the proportion of Older Adults who are unemployed from 10% to 17%. Develop targeted efforts in the identified opportunity industries.<br>3. Partner with Indeed.com to provide a recurring Indeed job search 101 training for job seekers virtually and at WSCs, libraries, and housing sites.<br>4. Market and expand in-language upskilling/training options (for credit and certification) to increase accessibility of training and upskilling to those who do not speak English. | Y2<br>Y1<br>Y2<br>Y2<br>Y1<br>Y1 | EWDD, LAPL, HACLA, RAP, DACE |
| D. Collaborate with LARC and LARAEC to prioritize the training, upskilling, and reskilling of Older Workers. | 1. Market existing short-term training programs that provide flexible schedules to Older Adults.<br>2. Partner with LARC and Workforce Innovation Labs to market their existing quick entry-exit certificate program to Older Adults. The ~1–2 semester program provides career pathways into fashion, hospitality, tourism, retail, and culinary.<br>3. Include Older Adult students in the LAEREC ELL Health Pathways Grant that provides career training in pathways such as phlebotomy and CNA (3-year program that ends in 2025-26).<br>a. Advocate to have home healthcare aide added to the grant given the regional demand.<br>4. Develop new fee-based, short-term vocational education courses in in-demand industries in collaboration with local employers through extension programs.<br>5. Develop targeted investment carve outs for Older Workers in certain regional workforce dollars. | Y1<br>Y1<br>Y2<br>Y2<br>Y2 | LARC, LARAEC |
| E. Connect training programs directly to employers for direct placement to combat ageism in the interview process. | 1. Support the community colleges in developing a plan to contract with employers and create employer agreements to spend millions in Learning-Aligned Employment Program (LAEP) funding that can be used to pay for 50–100% of student-employment placement.<br>2. Map existing funding that can pay for student training, placement, and salaries and ensure that CC staff and workforce staff understand the parameters for spending such funds (e.g., ETP, SCSEP, LAEP). | Y1<br>Y2 | Mayor's Office, LACCD, EWDD, DEO |

*= Year 1 Priority* *= Partnership is Already Prepared to Implement*

## B. IMPLEMENTATION RECOMMENDATIONS

Ensure systems are in place to implement this plan and hold the City accountable for achieving the goals.

**1. Create an entity to establish and track all recommendations.** This may start as a public-sector working group for regional Older Adult workforce service providers composed of City, County, and other public agencies, including all seven of the WDBs in the region, and then transition to a formal commission. The group will be collectively responsible for implementing the goals in this plan, tracking success, and holding the City accountable for advancing the goals. This recommendation was originally made by PALA and approved by City Council and the County Board of Supervisors but has not yet been implemented.

The collaborative should be facilitated and convened by the WDB and the EWDD but include cross-sector participants, City departments, and the County. PALA leadership should be included to ensure implementation alignment and resource braiding.

**Responsibilities of the collaborative should include:**

- **Align efforts and build cross-departmental and cross-agency coordination.** This includes formalizing City-County collaboration to implement, sustain, and advance efforts.
- **Map funding and develop a collective** cross-departmental, cross-County, and cross-system funding strategy to achieve efficiencies, bring in new resources, and ensure program longevity.
- **Report in writing annually to the Mayor of Los Angeles and the board of supervisors** regarding the status of implementing the Older Worker strategy recommendations.

**2. Allocate dedicated City staff and resources** to manage and, in some cases, implement the recommendations in the plan. Staff responsibilities will include staffing the collaborative entity, facilitating collaboration across Older Adult–serving City departments, and implementing new programs and initiatives.

**3. Collect and use data about Older Workers to make decisions about resource allocation and programs to ensure Older Adults are being equitably and adequately served.**

- Data should be collected and analyzed at the employee level (by personnel and the Office of Civil Rights) and include an assessment of separations, access to training and advancement, etc.
- Data should be collected and analyzed at the program level to ensure Older Adults are being tracked and served.
- Partner with the County's soon-to-be developed Older Worker Center of Excellence (COE) as a hub of ongoing research and innovation.

**4. Embed Older Adult recommendations herein in other department and agency strategic plans, budgets, and priorities.** (Ensure that the needs of Older Adults are considered and addressed across systems.)

- Share this report with PALA to share the recommendations herein with the County for consideration and to expand the impact.
- Embed Older Adult student strategies in the forthcoming LACCD strategic plan for nonaccredited programs.
- Participate in the State Master Plan for Career Education that will be developed by the governor's office over the next 3 years.
- Engage all seven WDBs across the County to develop Older Worker priorities and create and implement an Older Worker enrollment goal to ensure that WSCs serve a proportional number of Older Adults compared to unemployment rates (in 2023, this rate was 17%).

**5. Collaborate regionally to advocate for policy changes that will support Older Workers.** The City should develop a policy agenda at the City, County, State, and federal levels and advocate for age-inclusive policies that promote Older Adults' continued participation and inclusion in and beyond the City.

## C. POLICY RECOMMENDATIONS

### Some of the policy changes that can support Older Workers include:

**Advocate to have Older Adults overtly represented in WIOA legislation.** While WIOA encompasses a broad range of workforce development initiatives, its primary emphasis is on serving individuals, including youth, adults, and dislocated workers with barriers to employment. While WIOA addresses the needs of various age groups, it does not include much specificity or many targeted provisions for Older Workers. For Older Workers, challenges may arise due to factors such as desire for flexible or part-time work, digital skills gaps, age discrimination, and transitioning careers. However, WIOA does not have explicit measures designed exclusively for the unique needs of Older Adults in the workforce. Some of the specific challenges with the existing WIOA authorization include:

- **Limited emphasis on flexible work arrangements.** Participant success and evaluation metrics prioritize placement into full-time employment, potentially overlooking the preferences and/or needs of Older Adults for flexible or part-time work arrangements.
- **Insufficient recognition of transferable skills.** Older Workers often face difficulties in transitioning to new careers due to a lack of recognition of their transferable skills. WIOA policies need to focus on facilitating career transitions and recognizing the value of diverse experiences.

**Draft and pass age-inclusive hiring legislation.** Workforce programs alone cannot combat the implicit bias and overt ageism that hurts Older Workers' employment success. By implementing age-inclusive hiring legislation, employers are legally required to consider candidates based on their qualifications rather than their ages, helping to mitigate discrimination in the hiring process.

- **Ban age-reporting requirements on initial City job applications** to combat job discrimination.
- **Advocate for CA statewide age-inclusive hiring legislation that bans age reporting requirements on initial job applications.** The City can learn from Colorado's 2023 Job Application Fairness Act, which prohibits employers from requiring age-identifying data such as age, date of birth, and graduation date on initial job applications.

**Increase federal budget allocations for the SCSEP to build the program's capacity to meet the immense demand for the program.** LA City's SCSEP is funded to serve 72 people per year, and the County receives funding to serve 70 people per year. There are 437,918 people across LA County who are eligible for SCSEP services, meaning that they are 55+ and at or below 125% of the federal poverty guidelines (this is 31% of the total number of SCSEP-eligible individuals across the entire state of CA).[139] There simply isn't enough SCSEP funding currently available to serve the number of Older Adults seeking to reenter the workforce.

**Advocate to amend retirement benefits that restrict retirement careers and jobs for retirees.** It is crucial to advocate for amendments to retirement benefits, particularly those that unduly limit the ability of retirees to pursue new careers or continue working post-retirement. Addressing regulations like the Windfall Elimination Provision in California, which restricts educators from receiving full Social Security benefits if they have not contributed for at least 5 years, can significantly enhance the quality of life and financial independence of retirees.

> ***"I just want employers to give opportunities to the older people like they do for younger people."***
>
> -Focus group participant

## D. OPPORTUNITY INDUSTRIES AND OCCUPATIONS FOR OLDER ADULTS

**This plan calls out four specific opportunity industries and specific occupations for Older Workers.** While there are multiple other opportunity occupations for Older Adults, these four were chosen due to 1) the number of Older Adults working in them, 2) projected growth in industries, 3) characteristics that would provide ideal working conditions, including those listed in the age-inclusive indicators listed above, and 4) local demand.

### Opportunity Industries for Older Workers

- Healthcare and Social Assistance
- Education
- Hospitality, Tourism, and Leisure
- Customer Service

| Category | Industry | Current # 55+ Workers | Projected Industry/Job Growth Over Next 5 Years (%) | New Jobs Added Over Next 5 Years |
|---|---|---|---|---|
| Healthcare and Social Assistance | Healthcare and Social Assistance | 230,937 | 14% | 113,545 |
| Education | Government | 141,866 | 4% | 25,415 |
| | Educational Services | 40,221 | 6% | 10,017 |
| Hospitality, Tourism and Leisure, and Customer Service | Arts, Entertainment, and Recreation | 32,955 | 7% | 9,351 |
| | Accommodation and Food Services | 85,793 | 8% | 35,281 |

These align with research conducted by others. For example, the AARP identified some occupations that they determined were well suited for Older Workers based on commitment to hiring older individuals and the ability for flexibility in work schedule. Many of the occupations were desk or remote friendly and in financial, data, legal, and human-facing occupations, including sales agent, human resources generalist, child care educator, financial analyst, product manager, paralegal, data entry clerk, administrative assistant, payroll specialist, billing representative, senior recruiter, and customer service representative.[140] Telehealth for registered nursing is also listed as a part-time, well-paying, and high-meaning occupation that allows for flexibility and lacks the physical strain of some in-person nursing occupations.[141]

***"Technology competence is not a function of age but a function of use and familiarity regardless of Age!"***

**-Dr. Ruth Finkelstein**

## Healthcare and Social Assistance

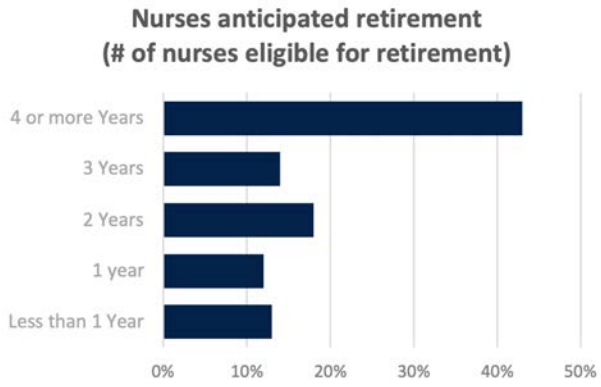
The healthcare and social assistance industries include many of the occupations that hire the most people across California. Further, there is immense projected growth to accommodate the aging population.

The healthcare industry across the United States and within California has a number of positions that are already facing labor and skills shortages; these shortages will grow as the workforce retires.[142] There are many workers that already work in social services, indicating that these jobs are more age-inclusive. These occupations provide meaningful work and often offer on-the-job training and upskilling opportunities. There are multiple trainings in LA that prepare people for social service and healthcare occupations.

**Home Healthcare Worker.** According to a report from UCLA's Labor Center, home healthcare workers are becoming increasingly important in an aging population. **By 2030, over one million adults 65+ will need homecare in California**, and the homecare industry within California is already dealing with high prices and low worker supply for care.[143] In 2023, home health and personal care aides made up 314,032 jobs in LA County, and 36% of these jobs were held by individuals 55+. Over the last decade, this occupation has grown 210%. Fifty-eight percent of job postings are for part-time or flexible work.

- **Partner with CalGrows,** a California DOA program that provides free training and paid stipends for those Older Adults interested in becoming a caregiver.[144]

**Nursing.** Nursing is a key occupation within healthcare where retention is essential as the workforce is quickly aging. Joanne Spetz, PhD, co-author of the report and director of the UCSF Philip R. Lee Institute for Health Policy Studies (PRL-IHPS) said, "To address this, employers need to retain older RNs while developing career paths for new graduates. They also need to rapidly develop and implement strategies to mitigate the potential harm of nurse shortages over the next five years."[145]




A survey of over 800,000 registered nurses in the United States in 2023[146] found that 21% were between 59 and 77 years old, and 37% were between 43 and 58 years old. Out of a survey of over 18,000 nurses, 17% said they were eligible to retire, and of those, about one quarter planned to do so in 1 year or less. A full 57% of those eligible to retire plan to do so in 3 years or less.

- **Develop job share and part-time options for nurses.** Older nurses report being more satisfied with their work than those newly entering the field and are more likely to see worker retention. Even so, many are planning to retire in the coming years, leaving behind a significant shortage.[147] Nursing is an occupation that can provide part-time or flexible working schedules, creating an opportunity to retain more workers.
- **Encourage healthcare providers to train older nurses to be telehealth providers.** Registered nursing was listed as a part-time, well paying, and high meaning occupation that allows for flexibility and lacks the physical strain of some in-person nursing occupations.[148]
- **Explore opportunities to recruit retired or close-to-retirement** healthcare professionals to work as faculty in clinical training programs.

**Peer-Support Specialist.** The California Mental Health Services Authority (CalMHSA) provides state-certifying programs for peer-support specialist positions and placement options at multiple locations across the County.

- **Market the Medi-Cal Peer-Support Specialist Program for Older Persons experiencing homelessness**. Individuals with lived homelessness experience can complete an 80-hour training, pass the certification exam, and then get a job as a Peer-Support Specialist. This position presents an opportunity to provide employment for individuals who may currently be residents at housing sites.
- **Develop a list of short-term social service training programs and market them to Older Workers**. For example:
  - The Antelope Valley Tarzana Treatment centers provide free training in an online and in-person format leading to a relevant certification, and California Advancing and Innovating Medi-Cal program (CalAIM) providers offer both payment and possible job openings.
  - Trade-Technical College offers training and placement with treatment partners and for internal positions.

## Education

In a post-COVID teaching landscape, a significant boom in retirements was seen, leaving many districts struggling to cover positions. The education sector provides good jobs while also providing a source of lifetime benefits for those who secure employment.

**Teachers.** The median retirement age for California State Teachers' Retirement System (CalSTRS) members was 62.9 years of age after 25 years of teaching, with a monthly pension of $4,475.[149] CalSTRS requires a 6-month separation of service for retiring teachers, but after that period, it is not unusual for former teachers to return as part-time substitute teachers.[150]

- **Encourage retirees to become CTE teachers.** DACE needs teachers with career experience in a variety of fields. Older Adults can become part-time CTE teachers for up to 4 years without influencing their benefits.
- **Encourage encore careers as K-12 classroom teachers.**

**Early Childhood Educators.** California's addition of a new Transitional Kindergarten (TK) for all initiative introduces a new need for more teaching power at a time when teachers are already in short supply. The $2.7 billion TK for All program will provide all 4-year-olds with TK by the 2025 school year.

- **Market and expand existing early childhood educator training programs through DACE to Older Adults.**
- **Expand the Mayor's Office-Early Childhood Education Advancement program to include Older Adult trainees.** The program is currently funded through CA Volunteers and teaches youth aged 18–30 to be ECE providers and educators. Participants receive supportive services, a seasoned mentor, and paid internships (130 hours) at child development centers.
- Explore partnering with the Early Care and Education Pathways to Success (ECEPTS) apprenticeship to expand training opportunities in Los Angeles.

## Meet Wade Cook (Older Worker)

I was an elementary school art teacher in Houston for 2 decades. However, life took an unexpected turn when illness struck, leaving me with a disability that altered the course of my journey. I channeled my energy into volunteering with various organizations, driven by a desire to continue making a positive impact on the world around me.

Now, as I navigate the terrain of disability benefits and the quest for suitable employment, I'm encountering the hurdles of my age and lapse in employment history. However, I remain steadfast in my determination to contribute meaningfully to society once again.

For me, the desire to work is not just about earning a living—it's about reclaiming a sense of purpose and fulfillment. I remind myself, "I'm not alone. I matter. And finding new solutions or resources is possible." Armed with perseverance and a heart full of hope, I continue to embrace the journey ahead, knowing that every challenge is an opportunity for growth and every setback is a chance to rise again.

## Hospitality, Tourism and Leisure, and Customer Service

From 2022 to 2028, employment in leisure and hospitality is projected to grow 16%, and it will contribute 16,300 new jobs to the LA County economy by 2025.[151] Additionally, due to labor shortages and insufficient retirement savings, many positions that have historically been held by teenagers and younger workers in the United States are being picked up by older individuals, especially where hourly wages are increasing. With an increasingly large share of the 55+ workforce, customer service and hospitality employers will need to pull from an older workforce. These jobs are usually flexible in nature and focus on certain soft people skills that Older Adults are often credited with.

**Customer Service Representative.** With an 11% increase in jobs in the 10 years between 2013 and 2023, 20% of customer service representatives in Los Angeles are 55+ as of 2023. Turnover rate for customer service representatives in the area is quite high at 80%, suggesting employers struggle to maintain the workforce they require. Key skills (as provided by Lightcast analytics) suggest that making calls and managing customer inquiries can be key; one requires low physical strain, and the other leverages social and soft skills.

- **Partner with hotels and other hospitality industries to develop on-the-job-training (OJT) programs.** When trained correctly on technology, a Days Inn study found that older employees are more thorough in putting new changes into practice and are better at retaining the training even if they may take slightly longer to train.[152]

**Food Service—Fast Food.** Fast food and counter workers include job titles such as barista, crew and team member, food service workers, and deli clerks. Top companies for the LA area include Starbucks, Chipotle, Panda Express, McDonald's, Compass Group, and Marriott International, among others. While only 16% of the occupation in 2023 was 55+, job-posting data suggests ample flexible and part-time opportunities. Of the 20,037 unique postings between December of 2022 and December of 2023, 34% had flexible hours, and 28% were part-time positions.

- **Partner with fast food chains to develop Older Worker regional-hiring initiative.** The state of California passed a new law that requires fast food workers in the state to earn a $20 minimum wage. Los Angeles has just over 22,000 workers in fast food and waiting occupations who are aged 55+, well above the national average (16,000) for an area of that size.[153]

**Event Usher or Attendant.** An impressive 46% of the ushers, lobby attendants, and ticket takers occupation in LA County was made up of those 55+ in 2023. Similar to customer service occupations, this occupation has a very large turnover rate (206%), suggesting a difficult time retaining workers. Though not a heavily posted job (only 246 unique postings between December of 2022 and December of 2023), over half (57%) of those positions were part time, making them ideal for those looking for a lower time commitment.

- **Partner with LA sports teams, event venues, and the Olympic Planning Committee to provide opportunities to Older Adults.**

## E. RECOMMENDATIONS FOR EDUCATION AND TRAINING PROVIDERS

Education and training providers are essential partners needed to develop strategies to employ, retain, and upskill Older Workers. Simultaneously, Older Workers represent a valuable demographic of potential students capable of revitalizing diminishing enrollment numbers. In the 2022–2023 academic year, around 40% more 55+ students enrolled in LACCD courses than the prior year. Even so, 55+ students only make up around 5% of the students enrolled in CTE programs and 3% of the total general credit student population.[154] During the same time period, 8.6% of LAUSD DACE enrollments were 55+.

**In the 2022–2023 academic year:**

**5% of students** in LACCD CTE programs were Older Adults.

**3% of students** in LACCD general credit population were Older Adults.

**8.6% of LAUSD DACE** enrollments were 55+.[155]

***Education institutions should think critically about how they can build the education and training system capacity to serve students who are 55+.*** The recommendations below are specific to education and training providers and should be implemented in addition to the recommendations outlined in the goals, strategies, and tactics above. The workforce system can collaborate to implement these recommendations, but the providers themselves must initiate action.

### Provide culturally competent services for Older Workers.

- Train student-services staff representatives to be prepared to speak to and support Older Adults who want to take courses and need career guidance and counseling.
- Pilot the creation of an Older Adult student center at a few campuses.

### Design programs that accommodate the needs and desires of older learners.

- Regularly collect and use student demographic data to better understand the needs of Older Adults in education systems and to design programs to fill gaps.
- Accommodate schedule flexibility needs of Older Learners by offering evening, weekend, and online classes, allowing them to balance their educational pursuits with other commitments such as caretaking.
- For example, develop new fee-based, short-term vocational education courses in in-demand industries in collaboration with local employers through extension programs. The City, private funders, and/or employers could fund program development, and then the community college can prove the concept and get the course credentialed over the next year, leading to sustainable expansion.

### Strategically market education and training offerings to Older Adults to ensure potential students know about and know how to access programs.

- **Ensure that all marketing collateral includes images that are representative of an age-diverse student population.** LAUSD DACE implemented a marketing strategy that uses its current students as models to ensure that collateral is representative.
- **Encourage the creation of a collaborative marketing brochure that provides information about short-term training options and career education available to adult learners from across the region.** The brochure could be provided to adult learners via a printed brochure that is available at housing sites, faith institutions, social service organizations, and workforce providers.

### Connect training programs directly to employers for direct placement to combat ageism in the interview process.

For example, LACCD should collaborate with workforce entities to develop a plan to contract with employers and create employer agreements to spend $27 million in LAEP funding that can be used to pay for 50–100% of student-employment placement. The funds affect a student's financial aid, so they are less desirable to young students. The funds must be spent by 2031, and they let colleges pay for 100% of a student's salary if a student works for the UC, CSU, or CCC; 90% if they work for a nonprofit; and 50% if they work for a private institution.

### Many education institutions are also large regional employers who can implement many of the aforementioned recommendations for employers to employ, retain, and upskill Older Workers.

## RECOMMENDATIONS FOR UNDOCUMENTED OLDER ADULTS

Around 375,000 undocumented immigrants live in LA City, second only to the City of New York.[156] Most of these individuals work, and 70% of them have been in the United States for over a decade.[157] Further, many of these individuals are Older Adults who need a way to work. The economic livelihood of this large population cannot be ignored when making plans for the Older Adult workers of Los Angeles. This plan includes a few recommendations for Older Undocumented Individuals; however, a comprehensive report could be written on this topic alone. Some of the recommendations include:

**Provide educational resources for all adults, regardless of immigration status, to learn about independent contracting and entrepreneurship** (which are options available to Undocumented Older Workers).

- Offer capacity building to organizations that serve large undocumented worker populations (e.g., day laborer centers, CHIRLA, and Koreatown Immigrant Workers Alliance) to provide workshops/webinars/worksheets on this topic.

**Train AJCC staff to understand new work authorization policies and not turn away immigrant workers without work authorization.**

**Offer start-up funding to innovative small businesses, regardless of immigration status, that incubate and launch worker-owned cooperatives.**

*The City can learn from the CLEAN Carwash Worker Center.[158] The organization incubated and launched CleanWash Mobile, a new worker-owned cooperative car wash business that aims to transform the car wash industry, which has a legacy of worker abuse, wage theft, and workplace injuries. The co-op ensures that workers receive higher wages, safer working conditions, and a more stable path to long-term economic security. The startup was funded with a California SEED Grant.[159]*

**Expand in-language credit-classes across LACCD that lead to certificates.**

- LACCD is increasing the number of noncredit in-language course offerings, some of which offer credentials (e.g., early childhood education and home healthcare aide).

**Foster partnerships between community colleges and day laborer centers to offer ESL classes on-site.**

*The City can learn from a pilot program that experimented with ways to help immigrant day laborers build additional skills through community college courses. Launched in early 2015, the pilot effort was a joint project of Pasadena City College, the Pasadena Community Job Center, and the National Day Laborer Organizing Network (NDLON). To date, approximately 75 individuals have participated in classes that are held on-site at the Pasadena Community Job Center, a worker organization. Individuals who complete 120 hours of coursework earn a California State certificate in Vocational English as a Second Language (VESL), focusing on a topic such as green housekeeping or green construction.*

# XII. METRICS TO MONITOR PLAN'S PERFORMANCE

Metrics are provided for each of the identified goals to ensure that progress can be measured. Overall metrics are also provided to track and show overall regional progress toward a more age-inclusive work culture. These metrics should serve as a compass, guiding the City through the complexities of implementation and providing tools to assess achievements, identify areas for improvement, and celebrate milestones along the way.

### Metrics to track to show overall regional progress:

1. 55+ unemployment rate
2. Unemployment duration, average time spent unemployed
3. Labor force participation
4. % Older Adults employed in living wage jobs (using MIT's Living Wage Calculator tool, a living wage for the Los Angeles region is $60,000+)
5. # 55+ individuals who experience involuntary separation
6. % Older Adults that live below the poverty line

| GOAL 1: Improve Older Worker access to workforce support and success outcomes | |
|---|---|
| **Metric** | **Baseline** |
| Proportion of those who are unemployed who are 55+ (should match the proportion of the population served by the workforce system) | 15% WSCs, 13% of system |
| ***WSC WIOA enrollment and outcomes:*** | |
| # and % increase in adults 55+ enrolled in WIOA programs | 1,499/9,961 (15.04%) served ("served" denotes any contact with the program), PY2023, 16 WSCs in LA |
| # and % increase in adults 55+ placed into employment | 341/644 (52.95%) employment Q2, PY2023, 16 WSCs in LA |
| # and % increase in Older Adults who earn a credential | 10% of credentials went to those 55+ (2023 data) |
| # and % 55+ workers retained at their job at 6 months | 416/852 (48.83%) employment Q4, PY2023, 16 WSCs in LA |
| $ in average earning change for Older Adults | $0.37 for 55+ compared to $0.96 for 18-year-olds and $0.40 cents for those aged 19–24 (2023 data) |

| GOAL 2: Increase the number of age-inclusive employers | |
|---|---|
| **Metric** | **Baseline** |
| # employers who sign the AARP Employer Pledge in LA County | - |
| # partnerships with industry and employers, % new partners, % returning partners | - |
| # employer-directed presentations | - |
| # age-inclusive trainings conducted for employers and # participants | - |
| # 55+ individuals with involuntary separation (rapid response data) | 31% of those served at WSCs in 2023 |

| GOAL 3: Establish the City as an age-inclusive employer | |
|---|---|
| **Metric** | **Baseline** |
| # and % 55+ employees in City Government | 12,036/49,167 (24.48%) employees 55+<br>(total # employees minus DWP) |
| # 55+ employees who upskilled into a new position | - |
| # 55+ employees that participated in education and training opportunities | - |
| # age-inclusive and/or anti-bias trainings conducted across the City that address age | - |
| # age-inclusive hiring and managing practices implemented | - |
| # intergenerational programs implemented | - |

| GOAL 4: Improve the responsiveness of the workforce system to Older Adults' needs | |
|---|---|
| **Metric** | **Baseline** |
| # WSCs with an Older Adult Peer Navigator | 0 |
| % of staff trained in Older Adult–service best practices | 0 |
| # new co-location agreements | - |
| % of Older Adults enrolled in WSCs who are BIPOC (disaggregated by Federal OMB race standards [March 2024]: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Middle Eastern or North African, Native Hawaiian or Pacific Islander) | - |
| % Older Adults enrolled in WSCs that are women | 45% of Older Adults 60+ were women compared to 55% of 60+ men (2021–2023) |
| # Older Adults experiencing homelessness in LA City/County | 25% of the total homeless population in LA County are 55+ (over 17,000 across the County)<br>32% (10,119/31,991) of chronically homeless individuals in LA County are 55+ (LAHSA, 2023 count) |
| # Older Adults provided layoff aversion support | - |

| GOAL 5: Provide in-demand training and career advancement pathways | |
|---|---|
| **Metric** | **Baseline** |
| % increase in ETP dollars spent on Older Adults 55+ | 10% of ETP dollars go toward training adults aged 55+ across California (2023) |
| # Older Adults enrolled in earn-and-learn opportunities (via WSCs) | - |
| # and % increase in Older Adults enrolled in LACCD CTE programs | 5% of students in LACCD CTE programs are 55+ (LACCD data, 2022–2023) |
| # and % increase in Older Adults enrolled in contract education courses at LACCD | - |
| # and % increase in Older Adults enrolled in DACE training programs | 5,572/64,485 (8.64%) of enrollments were 55+ (DACE data, 2022–2023) |

# XIII. CONCLUSION

**This comprehensive plan presents an opportunity for Los Angeles to lead the national conversation about supporting, valuing, and leveraging the aging workforce.** By crafting a regional workforce strategy that caters specifically to the needs of Older Workers, the City stands to establish a precedent and benchmark for municipalities across the country. This plan will catalyze the growth and refinement of workforce initiatives for Older Adults, foster cross-sector collaboration, champion inclusive practices, bolster employer engagement, and optimize resource allocation. By implementing these strategies, the City can lead the way in creating an inclusive and age-diverse workforce while ensuring the prosperity of the local economy, employers, and the City at large.

# XIV. APPENDIX


1. Acknowledgements
2. Data Tables
3. Resources for Further Reading
4. Sources

# APPENDIX: ACKNOWLEDGEMENTS

Thank you to all of the people who contributed to the creation of this plan!

## Interviewees

1. Aaron Saenz, Specialist, Workforce Development Partnerships, Los Angeles Unified School District Division of Adult and Career Education
2. Abhi Satyavarapu, Age-Friendly Institute
3. Afton Branche-Wilson, Director of Policy, Chrysalis
4. Alicia Ramirez, Principal Librarian, Department of Lifelong Learning/Engagement and Learning, Los Angeles Public Library
5. Anabel Barragan, Construction Relations, Los Angeles World Airports
6. Angi Brzycki, Los Angeles Public Library
7. Armando Loza, LA County Federation of Labor, Miguel Contreras Foundation
8. Atalaya Sergi, Director, AmeriCorps Seniors
9. Bobby Olwell, Job Readiness Program Coordinator, Sacramento Agency on Aging Area 4
10. Brad Lee, Koreatown Senior and Community Center
11. Cheren Kochen, Department of Economic Opportunity
12. Christina Hernandez, Mayor's Office of Economic Opportunity
13. Christopher Chen, Department of Aging
14. Dandy Beltran, Department of Aging
15. Daniel Kim, Department of Aging
16. Diana Barajas, Program Monitor, Community Investment for Families Department
17. Dillon Martin, Employment Coordinator, Senior Services, Los Angeles LGBT Center
18. Eva Mitnick, Los Angeles Public Library
19. Fred Jackson, Economic Development Division for the City of Los Angeles
20. Gerry Walker, Associate Director of Participant Engagement and Equity, LA LGBT Center
21. Dr. Guillermo Gonzales, NYU, Center of Aging and Health Innovation (CHAI)
22. Hyepin Im, Faith and Community Empowerment
23. Jaime Pacheco, Department of Aging
24. James Finney-Conlon, Senior Public Policy Manager, Los Angeles Area Chamber of Commerce
25. Jenai Wall, Korean Welfare Organizations of America Inc.
26. Jennifer Thomas-Arthurs, Housing Authority of Los Angeles
27. Dr. Jim Lancaster, Vice Chancellor of Workforce Development, Los Angeles Community College District
28. Kelly King, Executive Director, Foundation for the Los Angeles Community Colleges
29. Kim Gusman, President/CEO, California Employers Association
30. Dr. Laura Trejo, Executive Director, LA County Aging and Disabilities Department (Purposeful Aging LA)
31. Madeleine Ildefonso, Los Angeles Public Library, Office of Civics and Community Service (OCCS)
32. Madeline Pena, Principal Librarian, Community Engagement and Outreach
33. Maria Turrubiartes, Regional Director, California Department of Rehabilitation
34. Martha Deevy, Director of Center of Longevity, Stanford Center of Longevity
35. Melody Correia, Director of Business Development, California Employers Association
36. Michael Graff-Weisner, Vice President, Strategy and External Relations, Chrysalis
37. Michael Murray, Strategic and Business Operations Director, AARP California
38. Monica Schaeffer, Employer Outreach Manager, Age-Friendly Institute
39. Morgan Sutton, Manager, Homelessness Initiatives (Older Adults), Community Impact, United Way of Greater LA
40. Nam Kim, Korean Welfare Organizations of America Inc.
41. Nancy McPherson, State Director, AARP California
42. Nancy Vasquez, Program Administrator, Sacramento Agency On Aging Area 4
43. Nick Panepinto, Director of Culinary Arts Program, Los Angeles LGBT Center

44. Patricia Pérez, CEO, VPE Communications, Vice Chair of Economic and Workforce Development Department Board, State President Emeritus, AARP California
45. Dr. Ruth Finkelstein, Rose Dobrof Executive Director, Brookdale Center for Healthy Aging at Hunter College
46. Sam Babineau, REDF, LA:RISE
47. Sam Powers, Los Angeles Unified School District
48. Si Ho, National Asian Pacific Center on Aging
49. Stewart Young, Department of Aging
50. Tim Driver, Director, Age-Friendly Institute
51. Travis Anderson, Department of Aging
52. Veronica Soto, Senior Advisor for Workforce, Los Angeles World Airports
53. Victor Pina, Department of Aging
54. Vincent Cordero, Chief Personnel Analyst, Personnel Department
55. Virginia Campoy, Senior Client Specialist, Indeed.com
56. Vivian Nava-Schellinger, JD; Director of Diversity, Equity, Inclusion, and Community Impact, The SCAN Foundation
57. Whitney Brooks, Events Lead, Indeed.com
58. Zita Davis, Executive Officer, Mayor Karen Bass's Office of Workforce Dev, Youth, and Reentry

## Focus Groups with Workforce Service Providers

- City of Los Angeles WorkSource Centers Staff
- LA:RISE Contractors
- Los Angeles Regional Reentry Partnership (LARRP) Employment Committee
- Chrysalis Employment Specialists

## Focus Groups with Older Adults

*Thank you to Chrysalis and the LA LGBT Center for supporting our outreach to Older Adults across the region and to your clients.*

- Chrysalis
- LA LGBT Center

## EWDD Project leads

- Gerardo Ruvalcaba, Assistant General Manager, Workforce Development
- Elizabeth Macias, Manager of Strategic Planning, Research, and Evaluation Unit
- Carolyn M. Hull, General Manager
- Anthony Kim, Program Manager
- César Villanueva, Project Coordinator, Strategic Planning, Research, and Evaluation Unit

## Working Group Members

- Aaron Saenz, Specialist, Workforce Development Partnerships, Los Angeles Unified School District Division of Adult and Career Education
- Alicia Ramirez, Associate Director, Lifelong Learning Department, Los Angeles Public Library
- Anthony Kim, Economic and Workforce Development Department
- Cheren Kochen, Department of Economic Opportunity
- Chinyere Stoneham, Los Angeles Public Library
- Dahlia Ferlito, Los Angeles Department on Disability
- Daniel Kim, Deputy Director of Operations and Administration, Department of Aging
- David Crippens, Board Chair, Economic and Workforce Development Department
- Deputy Mayor Brenda Shockley, Mayor's Office
- Elaine Piha, Los Angeles Public Library
- Iveris Martinez, Director, Center for Successful Aging, California State University Long Beach
- Jaime Pacheco-Orozco, General Manager, Department of Aging
- James Finney-Conlon, Senior Public Policy Manager, Los Angeles Area Chamber of Commerce
- Jennifer Thomas, Assistant Director, Housing Authority of the City of Los Angeles
- Dr. Jim Lancaster, Vice Chancellor of Workforce Development, Los Angeles Community College District
- Kristina Meza, Assistant Director, Los Angeles County Department of Economic Opportunities
- Dr. Laura Trejo, Executive Director, Los Angeles County Aging and Disabilities Department (Leads Purposeful Aging LA)
- Maria Turrubiartes, Director, California Department of Rehabilitation
- Mary Keipp, YouthSource Center Director, University of California, Los Angeles
- Michael Graff-Weisner, Vice President, Strategy and External Relations, Chrysalis
- Michael Murray, Director of Business Integration, AARP California
- Patricia Pérez, CEO, VPE Communications, Vice Chair of Economic and Workforce Development Department Board, State President Emeritus, AARP California
- Sam Babineau, REDF, LA: RISE
- Tammy Ortuno, Workforce Director, Mayor's Office
- Travis Anderson, Title V Senior Community Service Employment Program Director, Department of Aging
- Victor Pina, Department of Aging
- Vincent Cordero, Los Angeles City Personnel Department
- Vivian Nava-Schellinger, JD; Director of Diversity, Equity, Inclusion, and Community Impact, The SCAN Foundation
- Zita Davis, Executive Officer, Mayor Karen Bass’s Office of Workforce Dev, Youth, and Reentry

# APPENDIX: DATA TABLES

## LA Older Adult Population Data Overview

*Graph sources: SOURCES: US Census Bureau. ACS 2022 5-Year Estimates (S0101, S2301).*

| Older Adult and Older Worker Population in the City and County of LA | | |
|---|---|---|
| | **City of LA** | **LA County** |
| ***POPULATION (Older Adults)*** | | |
| Population, Total | 3,881,041 | 9,936,690 |
| Under 18 | 765,448 | 2,093,072 |
| 18 and over | 3,115,593 | 7,843,618 |
| Under 16 | 679,711 | 1,849,838 |
| 16 and over | 3,201,330 | 8,086,852 |
| 16-24 years old | 469,792 | 1,177,202 |
| 25-54 years old | 1,765,243 | 4,282,558 |
| **55+ years old** | **966,295** | **2,627,092** |
| 55-64 years | 445,280 | 1,211,236 |
| 65-74 years | 303,092 | 819,236 |
| 75+ years | 217,923 | 596,620 |
| Percentage, Total Population that is 55+ | 24.9% | 26.4% |
| Percentage, 16 and over population that is 55+ | 30.2% | 32.5% |
| **Percentage, 18 and over population that is 55+** | **31.0%** | **33.5%** |
| ***LABOR FORCE (Older Workers 55+)*** | | |
| Labor Force, Total | 2,128,884 | 5,240,280 |
| Labor Force, Adults 55+ | **419,990** | **1,103,526** |
| Percentage of Labor Force, Adults 55+ | **19.7%** | **21.1%** |
| Labor Force Participation Rate, Total | 66.5% | 64.8% |
| Labor Force Participation Rate, 55+ | **43.5%** | **42.0%** |
| Unemployment Rate, Total | 7.7% | 7.0% |
| Unemployment Rate, 55+ | 6.7% | 5.8% |
| Number Unemployed, 55+ | **28,081** | **64,128** |
| Percentage, Unemployed who are 55+ | **17.1%** | **17.5%** |

## Top Industries for LA County Workers Aged 55+ (2023)[160]

| Industry | Sample Job Titles Within Industry | Total 2023 Jobs | 2023 Jobs 55+ | % of Industry 55+ | Hires as % of Jobs | Separations as % of Jobs |
|---|---|---|---|---|---|---|
| **Individual and Family Services** | Home Health and Personal Care Aides; Social and Human Service Assistants; Child, Family, and School Social Workers; Social and Community Service Managers; Marriage and Family Therapists | 290,216 | 101,186 | 35% | 49% | 45% |
| **Restaurants and Other Eating Places** | Fast Food and Counter Workers, Waiters and Waitresses, Cooks, Fast Food Cooks, Restaurant, First-Line Supervisors of Food Preparation, and Serving Workers | 359,787 | 64,923 | 18% | 108% | 100% |
| **Education and Hospitals (Local Government)** | Elementary School Teachers, Except Special Education, Teaching Assistants, Except Postsecondary, Secondary School Teachers, Except Special and Career/Technical Education, Postsecondary Teachers, Substitute Teachers | 247,032 | 59,736 | 24% | 29% | 27% |
| **Local Government, Excluding Education and Hospitals** | Police and Sheriff's Patrol Officers; Eligibility Interviewers, Government Programs; Office Clerks; General; Firefighters; Child, Family, and School Social Workers | 196,977 | 47,859 | 24% | 29% | 27% |
| **Motion Picture and Video Industries** | Producers and Directors, Special Effects Artists and Animators, Film and Video Editors, Actors, Media and Communication Workers, All Other | 146,739 | 44,649 | 30% | 115% | 112% |
| **Private Households** | Childcare Workers, Maids and Housekeeping Cleaners, Home Health and Personal Care Aides, Personal Care and Service Workers, All Other, Nursing Assistants | 107,534 | 40,290 | 37% | 44% | 42% |
| **Services to Buildings and Dwellings** | Janitors and Cleaners, Except Maids and Housekeeping Cleaners, Landscaping and Groundskeeping Workers, Maids and Housekeeping Cleaners, First-Line Supervisors of Housekeeping and Janitorial Workers, First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers | 84,457 | 26,925 | 32% | 41% | 38% |
| **General Medical and Surgical Hospitals** | Registered Nurses, Nursing Assistants, Medical Secretaries and Administrative Assistants, Medical Assistants, Medical and Health Services Managers | 111,377 | 26,675 | 24% | 30% | 28% |
| **Grocery Stores** | Cashiers, Stockers and Order Fillers, Food Preparation Workers, Butchers and Meat Cutters, First-Line Supervisors of Retail Sales Workers | 86,544 | 21,908 | 25% | 64% | 60% |
| **Employment Services** | Laborers and Freight, Stock, and Material Movers; Miscellaneous Assemblers and Fabricators; Production Workers; All Other; Human Resources Specialists; Packers and Packagers | 107,979 | 21,664 | 20% | 218% | 211% |

## Largest Occupations by Age (2023)[161]

| Occupation | Age 45–54 | Occupation | Age 55–64 | Occupation | Age 65+ |
|---|---|---|---|---|---|
| Home Health and Personal Care Aides | 72,963 | Home Health and Personal Care Aides | 74,599 | Home Health and Personal Care Aides | 37,870 |
| Laborers and Material Movers | 35,363 | Building Cleaning Workers | 31,250 | Building Cleaning Workers | 14,045 |
| Building Cleaning Workers | 34,967 | Laborers and Material Movers | 28,491 | Secretaries and Admin. Assistants | 13,153 |
| Secretaries and Administrative Assistants | 25,670 | Secretaries and Admin. Assistants | 24,826 | Laborers and Material Movers | 12,143 |
| Driver/Sales Workers and Truck Drivers | 25,623 | Driver/Sales Workers and Truck Drivers | 21,455 | Driver/Sales Workers and Truck Drivers | 9,877 |
| Registered Nurses | 21,916 | Registered Nurses | 17,141 | Postsecondary Teachers | 9,494 |
| General and Operations Managers | 19,310 | Office Clerks, General | 14,421 | Office Clerks, General | 9,370 |
| Cooks | 17,587 | General and Operations Managers | 13,470 | Bookkeeping, Accounting, and Auditing Clerks | 8,394 |
| Office Clerks, General | 15,189 | Cooks | 12,337 | Retail Salespersons | 8,267 |
| Postsecondary Teachers | 14,212 | Retail Salespersons | 12,293 | Cashiers | 7,225 |

# APPENDIX: Resources for Further Reading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# AdvantAGE LA:

## A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA

2024

CAUSE IMPACTS for greater good.

# Appendix 5:

# Horizons 32K Strategic Plan

P3

Los Angeles
Performance
Partnership
Pilot

# HORIZONS 32K STRATEGIC PLAN

A Roadmap to Self-Sufficiency for Los Angeles Opportunity Youth

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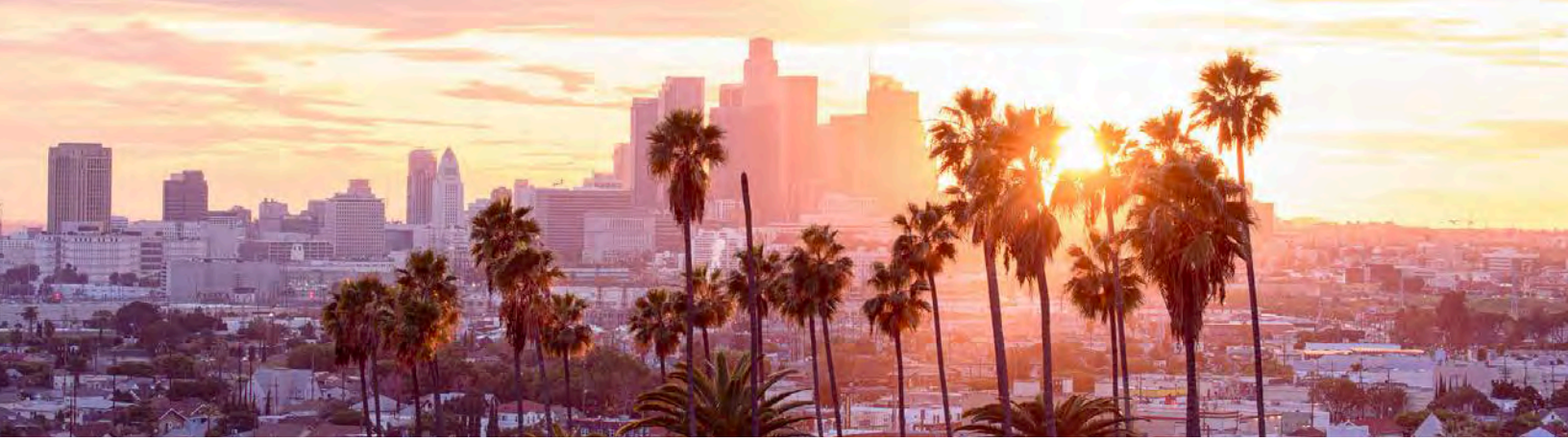


***The LA P3 - Horizons 32K Strategic Plan is a roadmap to a future where all Los Angeles opportunity youth secure and persist in quality education, training, and employment pathways***

Government and community leaders are embracing our collective responsibility for changing the systemic conditions contributing to youth disconnection in Los Angeles County through the LA P3 strategic plan "Horizons 32K: Los Angeles's Blueprint for 32,000 Opportunity Youth Dreams". Building from the successes of the previous LA Performance Partnership Pilot (LAP3) strategic plan, the new Horizons 32K strategic plan reaffirms our commitment to serving LA County's 143,000 opportunity youth (OY), charting a course toward a more inclusive, supportive future.

OY are youth ages 16-24 who are not enrolled in school or working, or are at high risk of disconnection due to their involvement in the homeless, child welfare or justice systems. From 2012 to 2019, LAP3 partners made dramatic progress on reducing youth disconnection, leading efforts that resulted in a 40% reduction over the seven year period (78,000). However, the COVID-19 pandemic disrupted college and career plans for thousands of young people, and by 2021, the number of 16-24 year-olds neither working nor enrolled in school climbed to 143,000–a 21% increase. While many have navigated back to a fulfilling career, many dreams still remain interrupted.

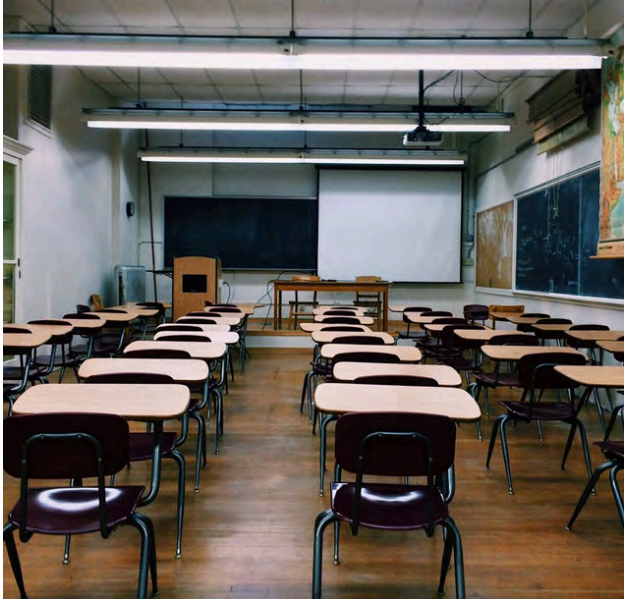
Instead of faltering in the face of adversity, we rose to the occasion, forging stronger bonds and pioneering new strategies through the development of a new regional plan for OY. At the center of this plan is the belief that OY are resilient and full of potential. When provided with the essential supports, resources, and opportunities, OY exhibit a remarkable drive towards self-sufficiency, all while fostering interdependent relationships within their communities. It's through collaborative efforts across sectors, working hand in hand with OY, that we can truly transform outcomes for our youth. Together, we can create a future where all OY are empowered to thrive and contribute positively to their communities.

In partnership,

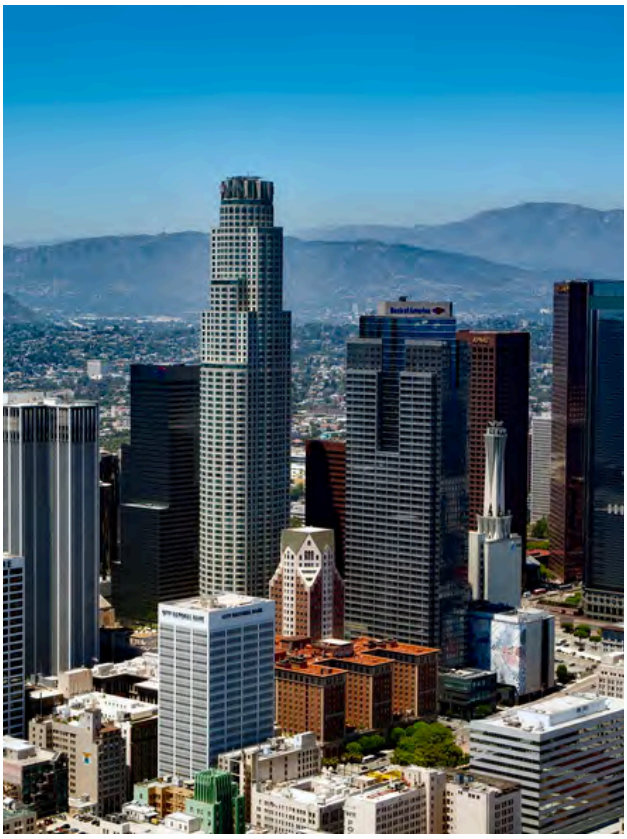
Gerardo Ruvalcaba
Assistant General Manager | LA City Economic & Workforce Development Department

Lauri Collier
Director | Los Angeles Opportunity Youth Collaborative

# 20 YEARS OF COLLABORATION



Twenty years ago, a groundbreaking study galvanized leaders in the Los Angeles region to respond to a youth disconnection crisis; one out of every five young adults– 214,000 in total– ages 16-24, was both out of school and work. A 44% graduation rate at the Los Angeles Unified School District made headlines in the Los Angeles Times as the district reported over 18,000 high school dropouts every semester.



At the time, our local elected leaders, workforce and education systems stopped pointing fingers, and started developing innovative, collaborative solutions to stem the tide of high school drop-outs. The City of Los Angeles partnered with LAUSD to create the YouthSource system of reconnection centers with co-located workforce services and school counselors - a model that has now been replicated across the country. Across L.A. County, workforce development services shifted their resources to focus on reengaging out-of-school youth.

In 2013, education and workforce systems partnered with community-based advocates to launch the L.A. Opportunity Youth Collaborative to improve employment and education outcomes for transition-age foster youth who experience some of the highest rates of disconnection and housing insecurity as young adults.

This history of collaboration set the stage for LA's application for a Performance Partnership Pilot in 2016. The Obama-era initiative was an opportunity for communities to test innovative strategies to improve outcomes for disconnected youth by offering flexibility in the application of federal rules and the use of federal funding streams. LAP3 developed as a government collaborative designed to coordinate and integrate the delivery of education, workforce and social services to disconnected youth ages 16 to 24.

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Our 2017 LA P3 strategic plan aligned five major public institutions in the area, including the City of Los Angeles, the County of Los Angeles, the Los Angeles Unified School District, Los Angeles County Office of Education, and Los Angeles Community College District. The continued partnership between Los Angeles City Economic & Workforce Development Department (EWDD) and the Los Angeles County Department of Economic Opportunity (DEO) aligns the two largest workforce boards in the Los Angeles Region, and we remain steadfast in our commitment to collaboration with the five additional workforce boards to serve OY throughout the Los Angeles region. As we look forward, we are excited about collaborating with emerging Los Angeles City and County departments, including the City of Los Angeles' Youth Development Department, the County of Los Angeles' Department of Youth Development, and the County of Los Angeles' Justice Care and Opportunities Department.

Our journey is far from over, but with steadfast determination and collective action, we will continue to empower our opportunity youth. We will ensure that every dream has the opportunity to flourish. Together, we are the architects of change, and together, we will build a horizon of limitless possibilities for generations to come.

# OUR PRINCIPLES IN ACTION

Together, with unwavering belief and tireless dedication, we are shaping a future where every young person's potential is unlocked, and every horizon shines brighter.

As we look toward the future of the Horizons 32K strategic plan, guided by our unwavering commitment to opportunity youth empowerment, we do so with hearts full of determination and minds open to innovation. Together, we are shaping the future and fostering a culture of inclusivity and belonging where every voice is heard, valued, and respected. With each step we take, let us reaffirm our dedication to amplifying the diverse perspectives and experiences of our opportunity youth, nurturing their aspirations, and ensuring that every avenue is open for their exploration and growth. The journey ahead may be challenging, but using partnership as our compass and shared vision as our North Star, the opportunity for achievement is limitless.

# LA'S HORIZONS 32K BLUEPRINT FOR OY

### Horizons 32K Four Year Impact

Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027.

### Vision

All Opportunity Youth in Los Angeles County will reach their full potential by securing access and persistence toward quality education, training, and employment opportunities.

### Mission

To transform service delivery systems for the Los Angeles region's 16-to-24-year-old opportunity youth (OY) population by improving the education, employment, and well-being systems.

### Goals

**Horizons 32K will increase OY:**

1. Connection or re-connection to education
2. Connection to workforce training programs and career related education pathways
3. Connection to employment
4. Utilization of holistic services

# HOW WE'LL GET THERE

### Our Partners

Our united coalition includes over 120 partners from public agencies, community-based organizations, current and former opportunity youth, foundations, educational institutions, and employers.

# WHAT WE DO

LA P3 is adapting to the evolving landscape by broadening collaboration to implement systems change benefiting Opportunity Youth across Los Angeles County. As a convenor, connector, subject matter expert, and advocate, LA P3 facilitates data sharing, cultivates partnerships, offers capacity building support, and advocates for policy changes to ensure all OY have access to quality education, training, and employment opportunities.

To advance our strategic plan to ensure all Opportunity Youth in Los Angeles County will reach their full potential by securing access and persistence toward quality education, training, and employment opportunities, LA P3 will act as:

***Convenor:*** brings together public agencies, opportunity youth, philanthropy, and community based organizations to share data and learn across diverse perspectives

***Connector:*** cultivates new and existing relationships to improve collaboration to advance our goals and reach our youth level outcomes

***Expertise:*** provides capacity building and technical assistance to the field around comprehensive support resources and linkages for OY

***Advocate:*** influences resource allocation and distribution, policy and practice changes, and implementation of policies

# WHO WE ARE

LA P3 Partners: Systems change is thoughtful, slow, intentional, and incremental. Holding up a bold community vision and defining broad functions for partners and key elements for the system itself can help keep all partners engaged and moving forward toward realizing that vision. Five years ago, the seeds of partnership were sown, uniting public agencies, community-based organizations, opportunity youth with lived expertise, and philanthropic leaders under a common agenda: to reduce youth disconnection from school and work.

The result of our alignment created a public private partnership between the Los Angeles Performance Partnership Pilot (LA P3)—led by the City and County of Los Angeles, and the LAOYC–a trusted intermediary for government agencies and community-based organizations, spearheaded by the Alliance for Children's Rights and UNITE-LA. As trust was built and relationships developed, these intertwined initiatives have made lasting, systemic change to expand opportunity youth services.

Our coalition includes over 120 partners from public agencies, community-based organizations, current and former opportunity youth, foundations, educational institutions, and employers (Appendix 1).

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**Strategic Planning Partners**

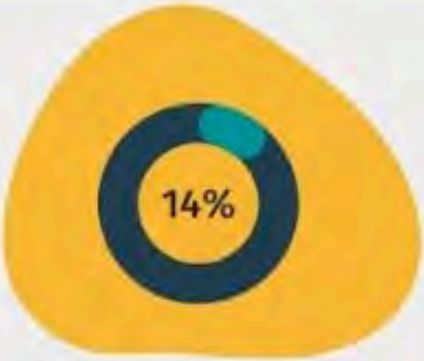
- Alliance for Children's Rights
- Los Angeles City Economic & Development Department
- Los Angeles City Youth Development Department
- Los Angeles Community College District
- Los Angeles County Department of Children and Family Services
- Los Angeles County Department of Economic Opportunity
- Los Angeles County Economic Development Corporation
- Los Angeles County Department of Mental Health Los Angeles County Education Coordinating Council
- Los Angeles County Department of Youth Development
- Los Angeles County Office of Child Protection
- Los Angeles County Office of Education
- Los Angeles Opportunity Youth Collaborative
- Los Angeles Unified School District
- New Ways to Work
- ReLAY Institute

# HORIZONS 32K: A DATA DRIVEN APPROACH

Education, workforce development, and other public sector agencies lack the capacity to adequately address the needs of OY, partly due to entrenched structural racism. As youth encounter a myriad of obstacles when navigating bureaucratic structures intended to provide support. OY, particularly those from Black and Brown communities, confront personal and community trauma while navigating lacking support from trusted adults. Furthermore, OY largely originate from under-resourced areas, magnifying the impact of systemic racism. Our coalition is addressing systemic hurdles to dismantle the effects of structural racism, empower opportunity youth, and support youth to achieve their dreams.

8-7 - 9

**70% of OY have a high school diploma** but no post-secondary degree



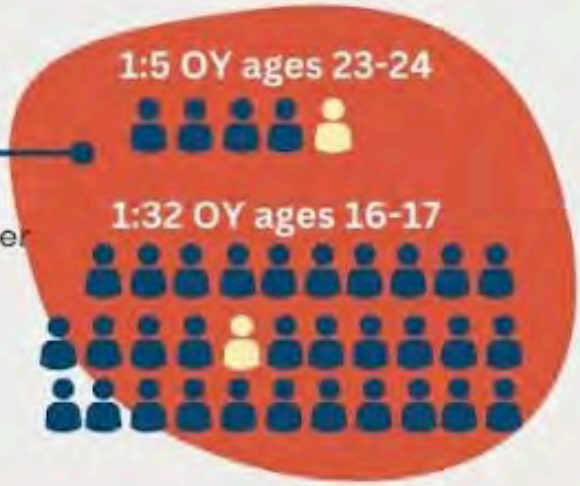

**14% have a post-secondary degree but are not working,** indicating a significant majority of OY who complete high school fail to transition into higher education or the workforce.

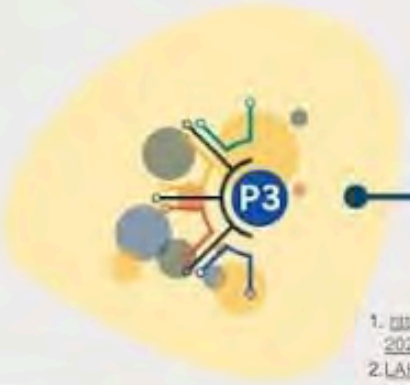
## From 2019-2021, the OY population increased

from 118,299 to 143,463–an increase of 25,164 (21.3%), due to the COVID-19 pandemic

## OY ages 19+

are disconnected at much higher rates than their younger peers

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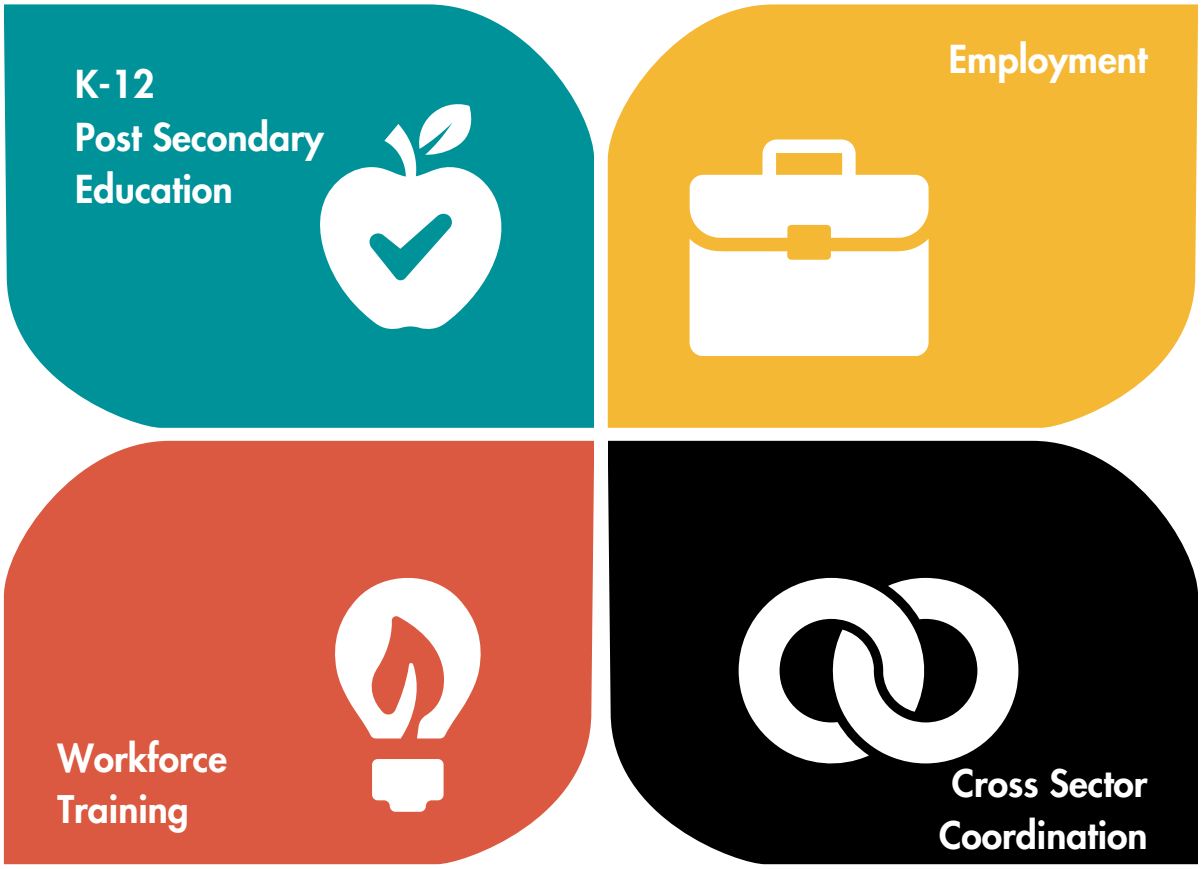
# FOUR STRATEGIC GOALS & METRICS

Four Year Impact: Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027.

The Horizons 32K plan establishes four overarching goals, and aligned youth impact metrics, that together will drive our coalition's success in achieving 32,000 brighter horizons for Opportunity Youth. In its first year of implementation, Horizons 32K partners will prioritize this list of metrics, collect baseline data and establish targets.




8-7 - 11

| GOAL | HOW WE'LL MEASURE SUCCESS |
|---|---|
| **Goal 1: K-12 & Post-secondary Education** | |
| Increase OY connection or re-connection to education | YOUTH LEVEL OUTCOMES<br>• 4,200 OY reconnected to education, employment, or both annually via the LAUSD/YouthSource partnership<br>  ○ Measurable increase in number of OY who complete a high school diploma or equivalent after reconnection (Percent increase annually)<br>• Percent reduction in chronically absent OY students<br>• Percent increase of OY completers enrolling in postsecondary education within one year<br>• Percent increase in the share of 19-24 yr olds enrolled in school<br>• Percent increase in community college persistence to 2nd year |
| **Goal 2: Workforce Training** | |
| Increase OY connection to workforce training programs and career related education pathways | YOUTH LEVEL OUTCOMES<br>• Percent increase of OY enrolled in workforce and/or career training programs, including apprenticeships & pre-apprenticeships<br>• Percent increase of OY enrolled in community college CTE programs<br>• Percent increase of youth completing at least 100 hours of work experience<br>• Percent increase of foster, justice & homeless youth enrolled in WIOA programs |
| **Goal 3: Employment** | |
| Increase OY connection to employment | YOUTH LEVEL OUTCOMES<br>• Percent increase of OY employment in the public sector<br>• # of OY employed in high growth sectors and/or living wage jobs, including public sector and infrastructure jobs<br>• Percent increase in average OY annual income (ages 19-24)<br>• Percent increase in annual average hours worked (ages 19-24)<br>• Percent increase in employment rate for OY ages 19-24 |
| **Goal 4: Cross Sector Coordination** | |
| Increase OY utilization of holistic services | YOUTH LEVEL OUTCOMES<br>• Percent increase in co-enrollment of OY between K-12 and post-secondary institutions<br>• Percent increase of OY enrollment in workforce programs for special populations:<br>  ○ OY experiencing homeless or housing insecure<br>  ○ OY disconnected from school/work<br>  ○ OY who experience the child welfare system or justice system<br>  ○ OY who are expecting/parenting<br>  ○ OY who identify as LGBTQ+<br>  ○ OY who have disabilities |

# OBJECTIVES & STRATEGIES

To achieve the goals of the Horizons 32K plan, cross-sector partners identified five key objectives and supporting strategies to advance collectively over the next four years:

| Objective 1: Promote innovation, continuous improvement, & collaboration between Los Angeles region Education and Workforce systems to support opportunity youth connection to quality career pathways & employment | | |
|---|---|---|
| | **Strategies** | **Lead Partners** |
| 1A | All OY in the Homeless Management Information System (HMIS) will be prioritized for educational and/or workforce services. | • EWDD<br>• City of Los Angeles, Mayor's Office |
| 1B | Coordinate with partners to identify youth that dropped out of high school and improve processes for reconnecting them to education services to attain their diplomas, GEDs, and/or training. | • LAUSD – Student Health and Human Services and Adult Education<br>• LACOE – Community Schools Initiative |
| 1C | Develop strategies and collaborative partnerships to improve student transitions from high school to post-secondary education, training, or employment. | • LACOE – Community Schools Initiative<br>• LAUSD – Division of Instruction and Health and Human Services |
| 1D | Enhance awareness of short-term training and stackable certification opportunities and facilitate connection to those services via direct outreach to OY. | • ReLAY Institute |
| 1E | Expand earn & learn models, including the Learning Aligned Employment Program (LAEP), internships, pre-apprenticeships, and apprenticeships, that lead to unsubsidized employment in high-growth, living-wage fields for OY. | • Department of Rehab<br>• EWDD<br>• YDD |

| Objective 1: Continued | | |
|---|---|---|
| | **Strategies** | **Lead Partners** |
| 1F | Seek funding to evaluate the LAP3 program model (replicate Mathematica study to update) and youth workforce development programs operated by LA City & County Workforce Department to continuously improve program quality and impact. | • EWDD |
| 1G | Increase the number of OY enrolled in city, county, and other public workforce agencies across LA County via improved referral processes and increased collaboration with other public systems and community-based organizations. | • DEO |
| 1H | Increase co-enrollment between workforce providers (workforce boards, community colleges, and adult education) including between adult and youth workforce programs, DPSS workforce programs, and DOR workforce programs. | • EWDD<br>• DEO |

| Objective 2: Increase use of data to track coalition progress and data sharing among coalition partners to drive our common agenda, innovation, and quality of service | | |
|---|---|---|
| | **Strategies** | **Lead Partners** |
| 2A | Develop an annual regional scorecard with key metrics to track progress of the coalition, including disaggregated disconnection rates and key program/system outcomes. | • EWDD<br>• New Ways to Work |
| 2B | Develop Application Programming Interfaces (APIs) across various workforce data systems to reduce duplicative program data entry and streamline enrollment processes. | • EWDD<br>• DEO |

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| Objective 3: Increase policy advocacy at local, state, and national levels to influence policy and resources impacting OY in the LA region | | |
|---|---|---|
| | **Strategies** | **Lead Partners** |
| 3A | Leverage USDOL's LAP3 designation to pursue public and private funds and administrative waivers to support the implementation of the Horizons 32k strategic plan. | • EWDD<br>• LA OYC |
| 3B | Influence the reauthorization of the federal WIOA program to benefit Los Angeles-area OY in partnership with California Opportunity Youth Network (COYN). | • EWDD<br>• LA OYC<br>• New Ways to Work |
| 3C | Advocate in partnership with COYN, New Ways to Work, and National Youth Employment Coalition for the creation of a federal youth caucus. | • EWDD<br>• LA OYC |
| 3D | Partner with COYN to develop strategies that address the high-need OY regions for the state when creating the OY statewide plan. | • EWDD<br>• LA OYC |
| 3E | Engage OY to voice their expertise and create ongoing structures for youth voice in education and workforce systems to drive program improvement and creation of innovative youth-centered services. | • EWDD<br>• YDD<br>• LA OYC |
| 3F | Explore streamlining local department/program policies and procedures that create barriers to enrollment and persistence of OY, increasing flexibility for young people. | • YDD<br>• LA OYC |

| Objective 4: Increase cross-sector coordination and collaboration between government organizations to meet the holistic comprehensive needs of OY as they enter and persist in education/training programs. | | |
|---|---|---|
| | **Strategies** | **Lead Partners** |
| 4A | Develop youth-centered communication materials & strategies to increase awareness among young people for housing, financial well-being, and mental health resources. | • YDD<br>• LAOYC |
| 4B | Identify opportunity deserts in the LA region where there is a high concentration of OY and a low number of reengagement resources. Explore new partnerships/services to meet demand. | **Wish List Objective |
| 4C | Develop non-financial MOUs across public agencies in LA County to improve coordinated services & data sharing for OY across city, county, & state departments. | • EWDD<br>• LAOYC |
| 4D | Host regional collaboratives for frontline practitioners to increase awareness of local resources for holistic stability. | • EWDD<br>• LAUSD – Student Health and Human Services and Adult Education |
| 4E | Coordinate professional-development opportunities to support system partners and programs that support OY. | • LA OYC<br>• EWDD<br>• LAUSD– Student Health and Human Services and Adult Education |
| 4F | Identify policies to improve coordination of services between LA County's homeless coordinated entry system and workforce development systems. | **Wish List Objective |

| Objective 5: Formalize and staff a strong collaborative infrastructure for LA P3 to drive accountability for implementation | | |
|---|---|---|
| | **Strategies** | **Lead Partners** |
| 5A | Establish roles of co-conveners and identify staff to lead the implementation of the Horizons 32K Strategic Plan. | • EWDD<br>• LA OYC |
| 5B | Confirm partners' roles and facilitate adoption of the LA P3 Horizons 32K goal, objectives, and strategies by local leaders. | • LA OYC |
| 5C | Establish LAP3's collaborative structure, including a Stewardship Group of leaders and including OY, to ensure accountability for achieving the plan's strategic goals and objectives. | • EWDD<br>• LA OYC |
| 5D | Define and codify the term "opportunity youth" for purposes of implementation: 16-24-year-old young adults who are disconnected from school and/or work, including young adults impacted by systems (foster, justice, homeless). | • EWDD |

# COLLABORATIVE STRUCTURE

Accelerating our regional impact to improve outcomes for opportunity youth and reduce youth disconnection requires a sustainable collaborative infrastructure, including dedicated staff, who can facilitate a structured process among partners to advance the objectives and strategies identified in the Horizons 32K strategic plan.

8-7 - 19

**Stewardship Board:** A cross-sector group of systems-leaders who are committed to collaborating to achieve the Horizons 32K: LA's Blueprint for 32,000 Opportunity Youth Dreams Strategic Plan. The group provides strategic guidance, credibility, and vision, for the coalition while providing an ongoing foundation for collaboration. The board makes up a formal body that ensures joint ownership of the coalition and its outcomes by LA City, LA County, opportunity youth, educational institutions, and community-based organizations. The Stewardship Board will be convened by EWDD in partnership with the LA OYC.

**Work Groups:** System leaders, community-based partners, and young people will participate in action-focused workgroups to advance specific objectives and strategies outlined in the Horizons 32K plan.

**Partners:** Community based organizations serving opportunity youth will participate in implementation activities, including work groups, convenings, and trainings, and provide direct services that contribute to the Plan's goals.

**Backbone:** The LA OYC, led by the Alliance for Children's Rights & UNITE-LA, will partner with EWDD to provide dedicated staffing to advance the Horizons 32K plan. Key roles of the backbone include: guiding vision and strategy; convening stakeholders; facilitating communication; evaluation and data tracking; training and capacity building; developing young leaders; administration; and fundraising.

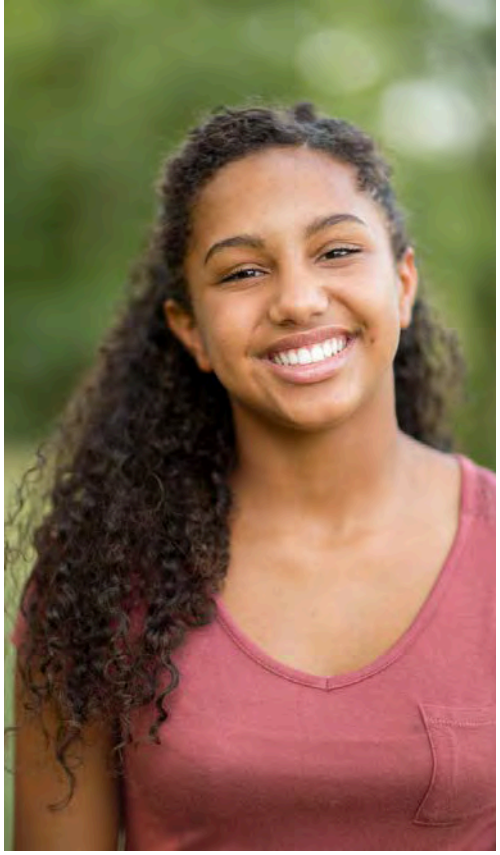
**Opportunity Youth Leaders**: Young leaders are advocates who are trained to organize their peers and voice concerns to decision makers. Youth voice is at the center of the initiative and represented across the Horizons 32K collaborative structure.

# APPENDIX 1: STRATEGIC PLANNING PARTNERS

All People's Community Center
Alliance for Children's Rights*
Amity Foundation
Archdiocesan Youth Employment Services
Be A Mentor
Brotherhood Crusade
Children's Institute
Chronicle for Social Change
City of Glendale
City of Santa Monica
Coalition for Responsible Community Development
Covenant House
Department of Public Social Services
Department of Rehab
El Proyecto de Barrio
Faith Foster Families
First Place for Youth
Goodwill SoCal
Greater Los Angeles Education Foundation
GRID Alternatives
iFoster
Kids in the Spotlight
Los Angeles City College
Los Angeles City Economic & Development Department*
Los Angeles City Youth Development Department*
Los Angeles Community College District*
Los Angeles County Board of Supervisors
Los Angeles County Department of Children and Family Services*
Los Angeles County Department of Economic Opportunity*
Los Angeles County Department of Mental Health*
Los Angeles County Department of Youth Development*
Los Angeles County Economic Development Corporation*
Los Angeles County Education Coordinating Council*
Los Angeles County Office of Child Protection*

*** DENOTES STRATEGIC PLANNING PARTNERS**

8-7 - 21



# PLANNING PARTNERS (CONTINUED)

Los Angeles County Office of Education*
Los Angeles County Workforce Development Board
Los Angeles LGBT Center
Los Angeles Opportunity Youth Collaborative*
Los Angeles Unified School District*
National Foster Youth Institute
New Ways to Work*
Pacific Gateway Workforce Development Board
REDF
ReLAY Institute*
SoCal CAN
Social Impact Advisory
South Bay Workforce Investment Board
Southeast Los Angeles County Workforce Development Board
UCLA YouthSource Center

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# APPENDIX 2: STRATEGIC PLANNING PROCESS

**Figure 1: LAP3 Strategic Planning Process**

- ***Environmental Scan:*** A review of data and demographics regarding local youth, including prevalence and disconnection rates; education levels; employment status; vulnerability factors including poverty, disability, homelessness, LGBTQ, English proficiency, and justice involved; and residency. (appendix 4)

- ***Journey Mapping:*** An examination of the sequence of actions that youth experience when they enter youth centers across the Los Angeles Basin. Each step is mapped to show the process flow from the perspective of the youth to understand their experiences as they navigate through the system and access services. Results of journey mapping can be used to identify barriers to services that need to be addressed to improve the youth experience. (appendix 5)

- ***SPOT Analysis***: An analysis of LAP3's strengths, problems, opportunities, and threats (SPOT) to identify internal and external influences on the coalition's vision, mission, and goals. This analysis allows the coalition to assess its capacity to implement its strategic direction and achieve its goals, objectives, and performance measures. (appendix 6)

- ***Review of Operating Principles***: LAP3 defined the operating principles, including vision, mission, values, and role of the coalition, in the first strategic plan. These operating principles were reviewed and refined for the new strategic plan. Operating principles will continue to be revised as LAP3 defines its organizational structure and leadership role.

- Developing Goals and Objectives: Using the results of the environmental scan, journey mapping, SPOT analysis along with the operating principles as a foundation, LAP3 crafted its strategic goals and objectives. An overarching impact statement was also defined to drive LAP3's efforts toward achievement of goals and objectives that directly improve the lives of disconnected youth. Multiple rounds of reviews and refinement occurred to ensure the goals and objectives drove the strategic direction to meet the needs of youth across the LA Basin.

- Defining Metrics: Collective impact metrics are non-linear and do not follow a straightforward predictable progression or pattern. Collective impact metrics recognize the dynamic, variable nature of progress within initiatives. They acknowledge fluctuations, complexity, and the need for adaptive strategies. This approach emphasized flexibility, multiple perspectives, and a learning orientation to navigate the complexities of social change.

Gathering Stakeholder and Partner Input: Stakeholders and partners participated in each activity and working meeting to ensure their input was gathered and used throughout the planning process. Youth representatives were included in the activities to ensure their voices drove the decisions made throughout the process. Additional meetings, including individual partner interviews and community forums, were held to ensure all stakeholders had the opportunity to provide input and participate in the creation of the objectives, strategies and metrics.

# APPENDIX 2-A: ENVIRONMENTAL SCAN

The USDOL implements its WIOA programs with emphasis on serving the most vulnerable populations; this includes shifting priority from serving in-school youth (ISY) to serving out-of-school youth (OSY). In their WIOA Training and Employment Guidance Letter (TEGL) 09-22—dated March 23, 2022—the USDOL defines OSY as disconnected youth, ages 16 to 24, who are out of school and out of work. This definition is slightly different from the LAP3 definition, which begins at age 14. The shift from ISY to OSY as the priority of service population resulted from a nationwide analysis of data that demonstrated that OSY were the most vulnerable population that were not connected to the workforce. For example, according to California's Opportunity Youth Network's report, OSY are more likely to have high school diplomas/GEDs but no further education, receive government assistance, live in poverty, receive food stamps, have a disability, or have children of their own. OSY are less likely to have worked in the past 12 months, have a bachelor's degree, have health insurance, be proficient in English, and have a computer.

According to the US Census Bureau American Community Survey (ACS), the disconnection rate significantly dropped between 2010 and 2017 from nearly 15% to 11.5%, resulting in 1.3 million fewer youth being disconnected. However, the decrease was not equal across different groups:

- During the period of decline in disconnected youth, the disconnection rate for Black young people increased from 17% to nearly 18% in one year. Further, the group with the highest rate of disconnection were American Indian/Alaska Native youth at 25.8%, while Asian American youth had the lowest rate at 6.6%.

- Youth who came from high-poverty areas were significantly more likely (21%) to be disconnected than peers from low-poverty areas (6%). Youth who grew up in poverty were more likely to attend low-quality schools, have poor health outcomes, and be exposed to community violence.

- More than 16% of disconnected youth had some sort of disability, while only 5% of connected youth had a disability, meaning the disabled population was at significantly higher risk of becoming disconnected.

- Youth and young adults who were expectant or parenting comprised approximately 28% of individuals who were classified as disconnected.

[8] https://laoyc.org/wp-content/uploads/2023/08/Los-Angeles-County-Disconnected-Youth-2023-1.pdf

- Youth who were homeless experienced significant disruptions in their education, resulting in disconnection from school which often impacted their ability to graduate.

- Youth who were justice involved were at a higher risk of becoming disconnected from their communities. They were also more likely to be disproportionately Black (12%) compared to White peers (7%).
  - While overall youth incarceration rates decreased by 54% from 2001 to 2017, Black youth are on average more than four times as likely to be incarcerated as their White peers, despite being no more likely to commit crimes.

Although the rate of disconnection for youth was in a period of decline, the pandemic exacerbated the OSY population. Before the 2019 pandemic, there were 4.1 million disconnected youth in the US, and 480,923 were California residents. By 2021, the national disconnected youth population increased to 4.7 million, representing a 15% increase. In California, the disconnected youth population increased to 572,756 (19% increase), representing a net increase of more than 90,000 disconnected youth throughout the state (ACS, 2019 and 2021, US Census Bureau). In Los Angeles, the OSY population increased from 118,299 to 143,463 —an increase of 25,164 (21.3%).

**Figure 2: Disconnection Counts and Rates by Age**[10]

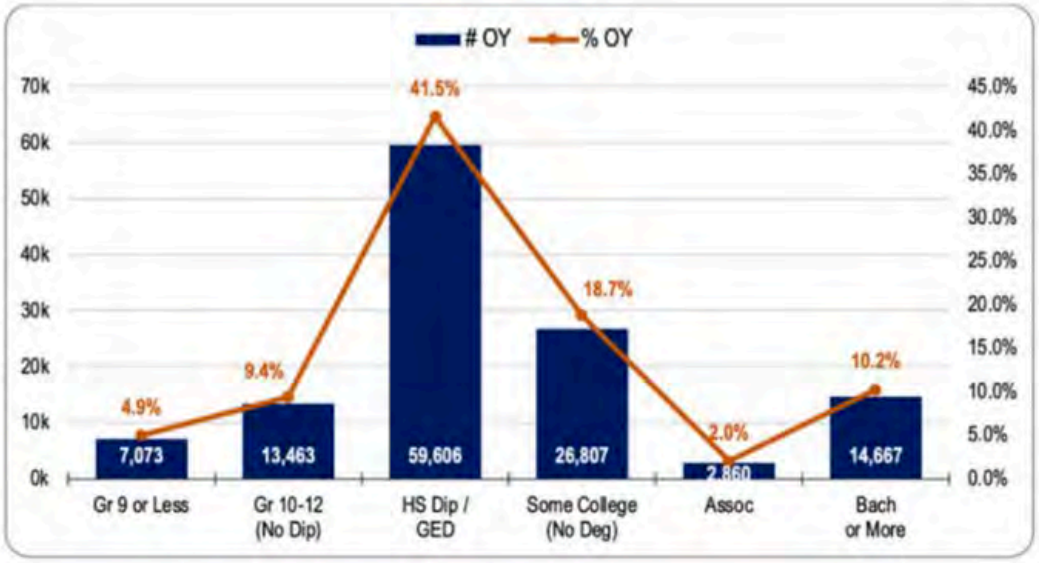
Further analysis provides insights into demographics to understand the profile of the disconnected youth. Results show that variations exist in disconnection between the youngest and the oldest youth (fig. 2). The oldest youth (ages 23 and 24) had almost six times as many disconnected individuals as the youngest youth (ages 16 and 17). Notably, youth ages 23 and 24 comprise 37.5% of disconnected youth. Moreover, results indicate that a significant increase in the number of disconnections occurs between the ages of 17 (3,363) and 18 (11,589). These results suggest that many teens either dropout of high school or complete high school but do not move on to education completion, further their education, or enter the workforce.

[9] https://www.census.gov/programs-surveys/acs

[10] Los Angeles County, ACS 1-Year Estimates, 2021 8-7 - 26

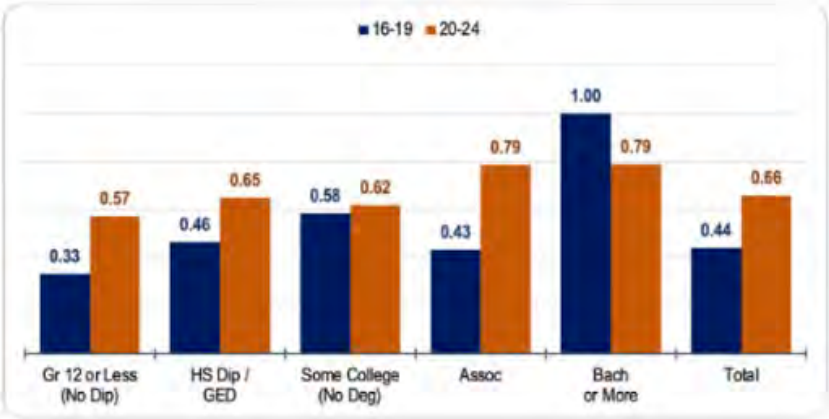
Educational attainment data (fig. 3) show that 14.3% (20,536) disconnected youth ages 19 to 24 did not finish high school, with almost 5% of these only completing ninth grade or less. Results also show that the highest number of youth (41.5%, representing 59,606 youth) earned their high school diploma or equivalent, but only 10.2% (14,667) earned a college degree or higher.

**Figure 3: Educational Attainment of Disconnected Young Adults (19–24)** [11]




Employment by educational attainment (fig. 4) indicates that 44% of 16-to-17.899-year-olds and 66% of 20-to-24-year-olds were employed at some point in 2021, while only 33% of 16-to-19-year-olds and 57% of 20-to-24-year-olds with less than a high school diploma were employed in the same timeframe. These results demonstrate the positive relationship between educational attainment and employment, reinforcing the importance of assisting youth in continuing their education beyond a high school diploma.

**Figure 4: Employment by Educational Attainment** [12]

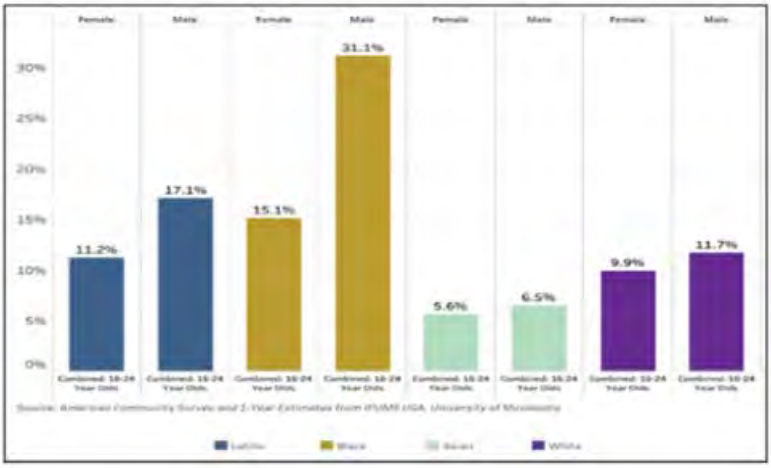



[11] Los Angeles County, ACS 1-Year Estimates, 2021

[12] Los Angeles County, ACS 1-Year Estimates, 2021

Examining disconnected youth by race/ethnicity and gender (fig. 5) also provides insights into the extent of disparities across these groups. Results indicated that Black youth ages 16 to 24 have the highest disconnection numbers at 46.2%, more than double the disconnection number of their White peers at 21.6%. Combined, Latinx and Black comprise almost 75% of all disconnected youth.

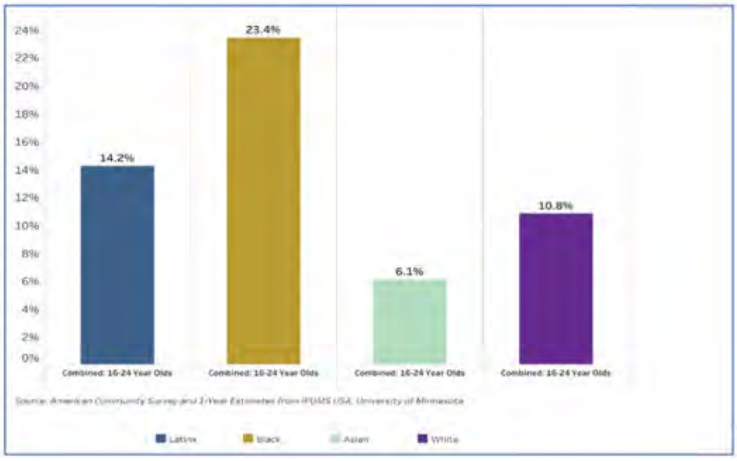
**Figure 5: Disconnected Combined 16-24 Year Old's (not working or in school) by Gender and Race/Ethnicity** [13]




Examining demographics and other data sets (fig. 6) to understand the youth population provides the coalition the basis for further examination of the barriers, challenges, and needs that must be addressed by the systems that serve the target population. Journey mapping allows the coalition to analyze the youth experience in participating in the systems that provide the services. Results of an environmental scan and journey mapping can be used as the foundation for developing strategic goals and objectives.

**Figure 6: Disconnection Counts and Rates by Year (Ages 16–24)** [14]

**Figure 7: Disconnected Combined 16-to-24-year-olds (not working or not in school) by Race/Ethnicity, Los Angeles County, 2020**




[13] Los Angeles County, ACS 1-Year Estimates, 2020

[14] Los Angeles County, ACS 1-Year Estimates, 2021

# APPENDIX 2-B: JOURNEY MAPPING

Journey mapping focused on the youth centers located throughout the LA Basin. The primary funding source for these centers is WIOA, and the oversight is the responsibility of the local workforce boards. Journey mapping was facilitated by CSUN and ReLAY. It consisted of two phases, with the first requiring interaction with youth and the second defining what happens behind the scenes. Using a series of interview questions, the youth centers were able to define the youth experience and identify differences as well as similarities across the centers regardless of the different communities they served. Results of the journey mapping identified the following challenges that impacted services to youth:

1. Transportation/Support Services: Youth living in remote areas had greater difficulty in accessing services through the centers due to limited opportunities for transportation, including public transit systems. These youth also experienced unique delays in services. For example, in Antelope Valley, youth need two work permits to participate in work experience, and it can take up to six weeks to receive both permits.

1. Meaningful Work Experience/Career Pathways: With a limited number of hours available for work experience, the centers were still required to provide work readiness training, reducing the number of hours dedicated to actual worksite experience and skill development.

1. Excessive Documentation: The amount of paperwork that youth need to complete to enroll is excessive, as is the documentation required for staff to complete as services are provided. Duplicative paperwork contributes to the excessive documentation and paperwork that is completed only for requirement purposes, and it takes staff away from assisting in providing customized services to individuals.

1. Staffing: Limited staff available to provide services to youth impacts service levels and expediency in service delivery. In one example, four case managers worked with 900 youth.

1. Communication: Because social media is the most effective way to communicate with youth, a new strategy for capitalizing on this opportunity is needed for youth outreach.

1. Wraparound Services: Access to mental health services is not enough to meet the needs of youth. The services need to be integrated to ensure that youth receive the services they need. System connectivity is needed to move beyond a referral system to ensure service provision rather than a system that merely provides access to services.

In addition to the challenges identified, journey mapping identified barriers and lessons learned in providing workforce services to youth through the centers:

- Youth access the center to use technology available on-site; however, there are not enough computers and laptops available at the centers to meet the demand.
- Homeless youth are migratory and therefore more difficult to keep in contact. Greater access to support services, including housing and food, is needed for youth who are homeless as well as those who live in poverty.
- Center staff requested more opportunities for input into systems change to ensure that directives issued by workforce boards include the reality of daily service-provision challenges.
- Increasing numbers of youth residing in Central Los Angeles are seeking services in perceived safer areas and are willing to travel 12 miles for those services.
- LAP3 is not high on the radar of public agencies. There is a need for a coalition of resources in the region that is focused on strong collaboration.
- Serving justice-involved youth is challenging because they require immediate benefit from any program, or they will walk away. Center staff find it challenging to remain in contact with these vulnerable youth.

In the journey-mapping process, gathering input from frontline youth-center staff and from youth provided insights into the daily challenges of providing services to the most vulnerable youth in the region. This information, along with information from the environmental scan, was used to conduct the SPOT analysis. The results of the SPOT analysis were then integrated into the development of the strategic goals and objectives.

# APPENDIX 2-C: SPOT ANALYSIS

The results of the SPOT analysis are summarized in a four-quadrant table (fig. 9) that delineates internal and external influences. The analysis was completed over a two-month period (December 2022 to January 2023) through community convenings that allowed stakeholders to participate in discussion groups. Results of the discussion groups were used to formulate the SPOT analysis which, in turn, was used to understand the influences that could affect LAP3's operating principles and strategic plan.

**Figure 9: LAP3 SPOT Analysis**

Results of the SPOT analysis suggest that the coalition identified its partnerships as its greatest strengths (i.e., cross-sector collaborations and expert and unique knowledge), particularly its inclusion of the youth voice. Opportunities indicate that the coalition understands the potential of its partnerships and is capitalizing on those partnerships to improve (i.e., establishing a data hub and involve youth). While the coalition identifies its partnerships as strengths, it also identifies the problems, including working in silos and lack of formal infrastructure, that need to be addressed to improve its partner relationships. Partner issues, including conflicting or competing priorities, are also described as threats that may impact the coalition's ability to meet its strategic goals and objectives. Based on the results of the SPOT analysis, strategic goals and objectives were developed to address issues identified in the four quadrants.

# APPENDIX 2-D: DEVELOPING INTENDED IMPACT, GOALS AND OBJECTIVES

To develop its objectives and strategies, the LAP3 Strategic Planning Committee began with identifying an Intended Impact Statement to assist in measuring successful achievement of the strategic plan. An initial brainstorming session was held with partners to discuss the intended impact of strategic goals and objectives over a three-to-five-year period. Common themes were identified for intended impact.

Using the Intended Impact brainstorming results, the coalition then turned to data for further analysis to ensure the accuracy of the Intended Impact. Using the data on the prevalence of OY and focusing on data for Los Angeles, the coalition set forth an overarching Ultimate Desired Impact Statement to drive the strategic goals and objectives: *in the heart of Los Angeles, we envision 32,000 brighter horizons by 2028—a future where all opportunity youth across Los Angeles secures and persists in quality education, training, and employment pathways*.

The above overarching statement is derived from the historical data on Los Angeles's disconnection rate which recorded at 10.1% in 2019, the lowest in two decades, and rose to 12.9% in 2021 . The net increase from the number of disconnected youth in 2019 to 2021 is 25,164, although the county's total population of 16-to-24-year-olds declined during this same period by approximately 56,000 youth. In order to reduce the disconnection rate to 10%, Horizon 32K's efforts will need to result in a reduction of 32,000 disconnected youth.

In developing strategic goals and objectives, our partners are able to check alignment to the overarching Ultimate Desired Impact Statement to ensure that objectives and metrics move LA P3 toward achievement of our shared four year impact statement.

| Target OY ages 16 - 24 years old | Intended Impact Results |
| --- | --- |
| • OY not in school or working<br>• OY who are systems involved child welfare system justice system<br>• homeless system<br>• OY who are expecting or parenting<br>• OY who identify as LGBTQ+ | • Connection and access to specialized<br>• Youth centered programs and services<br>• High school reconnection and completion<br>• Comprehensive supports<br>• Post-secondary enrollment, persistence, and como eton<br>• Explore and enter a career pathway<br>• Secure and persist in employment |

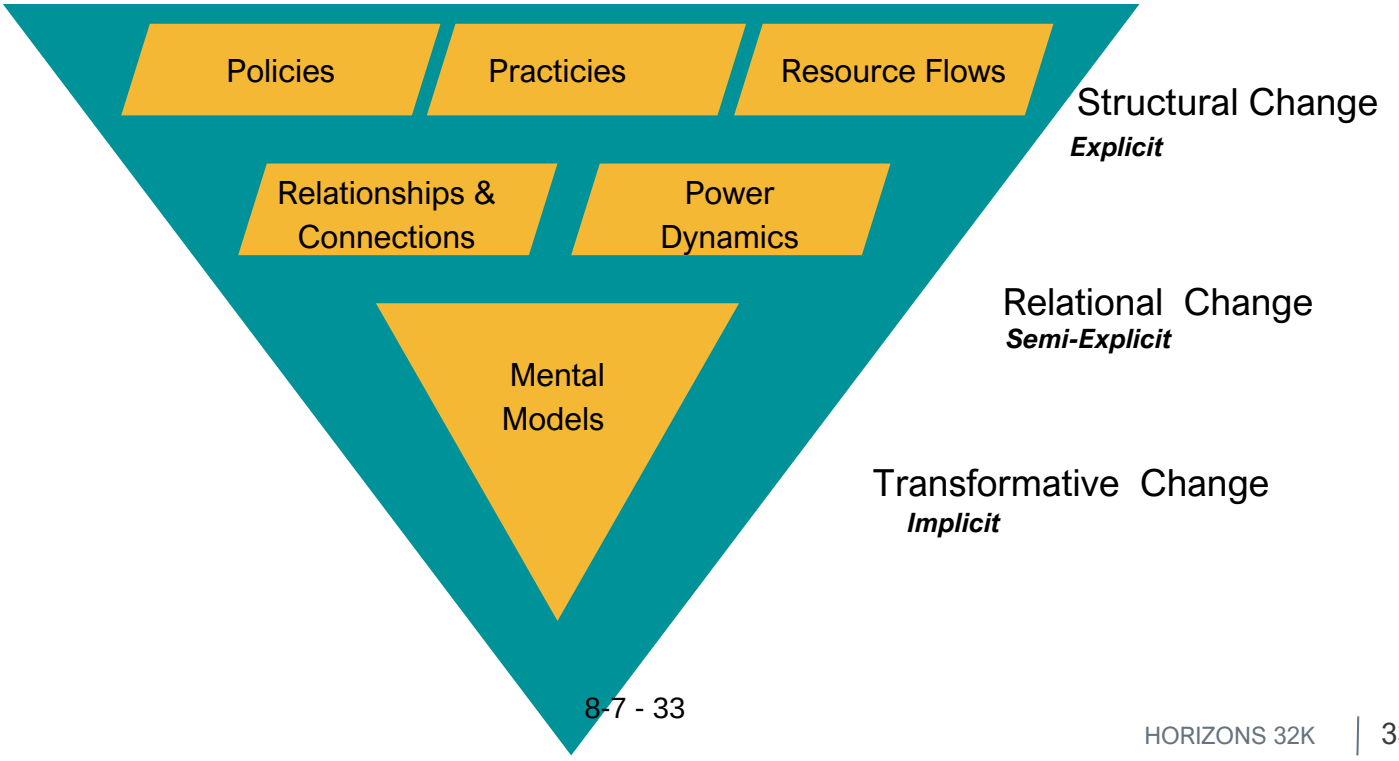


[14] https://laoyc.org/wp-content/uploads/2023/08/Los-Angeles-County-Disconnected-Youth-2023-1.pdf

# APPENDIX 2-D: DEVELOPING INTENDED IMPACT, GOALS AND OBJECTIVES

To develop the goals and objectives, we embarked on a comprehensive process that aligned with the principals of the “waterfalls of system change” theory. Beginning in September 2022, a series of meetings was convened to assess our progress and chart the course for our strategic plan. These sessions delved into various components, including a review of our journey mapping results, SPOT analysis findings, and key data sets from our environmental scan, all of which provided crucial insights into our current landscape and challenges (Appendix 2).

Drawing from the outcomes of these reviews and leveraging insights from past planning cycles, we formulated the initial draft of our strategic goals and objectives. However, recognizing the importance of stakeholder input and alignment with partner agencies, we engaged in extensive consultations. These interactions included meetings with our co-conveners and interviews aimed at soliciting feedback on our proposed goals and objectives, as well as identifying opportunities for collaboration and support.
Moreover, to ensure broader community engagement and inclusion of diverse perspectives, our coalition organized a region-wide convening. This event brought together partners, stakeholders, and youth representatives to identify key issues, challenges, and improvement opportunities in youth services provision. Through panel discussions, feedback sessions, and dialogue with youth representatives, invaluable insights were gathered, which significantly informed the refinement of our goals, objectives, and metrics.



As we progressed towards finalizing our strategic framework, we sought guidance from established frameworks such as the Six Conditions of Systems Change by FSG Reimagining Systems Change. These conditions, elucidate the interdependent factors essential for sustaining social or environmental change. By aligning our goals, objectives, and metrics with these conditions, we aimed to catalyze the necessary shifts in our systems to drive meaningful impact.

Collaborating closely with our partners, we reviewed these conditions and definitions, integrating them into our planning process. Moving forward, we remain committed to refining our collaborative efforts throughout the implementation phase. We anticipate further identifying system change outcomes, ensuring that our initiatives are not only effective but also sustainable in creating lasting positive change within our community.

**Appendix 2-E: Defining Metrics**

The final step in the development of strategic goals and objectives focused on development of the metrics to measure successful achievement. To begin developing metrics, the coalition worked with partners to develop the Ultimate Desired Impact Statement, which replaced the initial Intended Impact Statement. The Ultimate Desired Impact Statement will be used as the overarching guide to make sure that, as goals, objectives, and the specific metrics developed for the objectives are met, an overall impact to the improvement of the lives of youth is also achieved.

**Appendix 2-F: Creating the Strategic Plan**

We participated in a series of working meetings to complete the process and used the results from each step to develop a strategic plan based on data, analysis, and input.

The LA P3 Strategic Plan is a living document, and as the coalition continues to evolve and solidify as a coalition for community leadership in the youth systems, necessary changes will be incorporated into the plan.

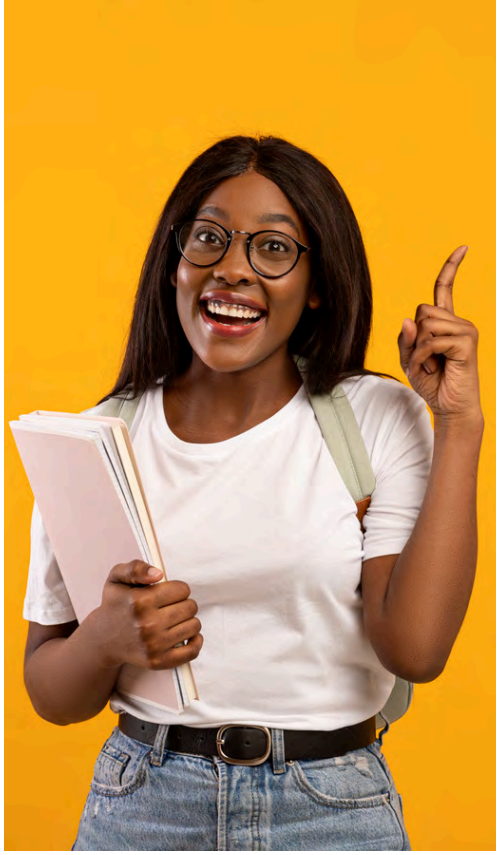
# APPENDIX 3: LA P3 BACKGROUND

In March 2012, the Obama administration created the Interagency Forum on Disconnected Youth (IFDY) to determine best practices in serving OY. The IFDY was established in anticipation of new legislation that would create an approach for outcome-focused, cost-effective strategies to improve results for disconnected youth. The Consolidated Appropriations Act passed and was instituted in 2014, providing authority for multiple agencies to establish up to 10 Performance Partnership Pilots (P3).

The purpose of P3s is to allow states, localities, regions, or federally recognized tribes to pool a portion of federal discretionary funds they receive while measuring and tracking specific cross-program outcomes. This model also allows for the obtainment of waivers for grant requirements that impede effective service delivery to youth. To ease administrative barriers and requirements, federal agencies can grant full or partial waivers of statutory, regulatory, and administrative requirements. By easing administrative barriers and requirements, the model increased accountability for educational and employment outcomes for the disconnected youth.

The Los Angeles Performance Partnership Pilot (LAP3) was selected as a pilot in 2015, with the City of Los Angeles Economic Workforce Development Department (EWDD) spearheading the efforts. EWDD and the County of Los Angeles Department of Economic Opportunity worked to convene one of the largest collaborative partnerships in the country to streamline and improve education, employment, housing, and physical and mental well-being of youth. The initial blending and braiding of funds included federal and non-federal sources: WIOA Title I Youth and Adult program funds, Runaway and Homeless Youth Act transitional living, Promise Neighborhoods, My Brother's Keeper, and other local funding.

[16] https://laoyc.org/our-work/



# LA P3 HISTORY IN LOS ANGELES

The size and complexity of the Los Angeles region requires a cross-system approach to improve outcomes for OY. Los Angeles County is larger in population than 41 individual states and is home to 88 independent cities, 80 school districts—including the second largest school district in the country, Los Angeles Unified School District (LAUSD)—seven public universities, and 21 community colleges.

In 2018, the Los Angeles Performance Partnership Pilot (LAP3) and the Los Angeles Opportunity Youth Collaborative (OYC), two local coalitions with a cross-system approach and over 120 partners, aligned their collective impact initiatives, resources, and skills to create systemic change in the Los Angeles region to support transition age foster youth access and success in workforce development programs and systems. Our combined efforts in Los Angeles aim to increase access to and success in workforce and career development programs for OY.

At its core LAP3 is a partnership between local government—with leadership committed to collaborative approaches and prioritizing workforce services for systems-involved youth—and a neutral, trusted, and inclusive collaborative intermediary that supports cross-system work. While there is much work yet to do, together we have been able to work in solidarity to create the change needed for the future of the workforce.

# LA P3 SUCCESSES

LAP3 achieved several successes throughout the duration of the pilot, leading to the expansion of efforts through the Horizons 32k Strategic plan.

- LAP3 partnered with the OYC to co-create a United States Department of Labor (USDOL) approved waiver for the WIOA Title I youth program. The waiver allows [who] to charge [services] for foster youth and justice involved, homeless, or runaway youth to the 75% out-of-school youth (OSY) cost category. This eliminated eligibility issues for youth in Extended Foster Care (EFC), who previously must be in school or working to receive [???].[17]

- LAP3 supported the Los Angeles LGBT Center to increase Transitional Living Programming availability through the US Department of Health and Human Services for youth ages 21 to 24.17 [18]

- LAP3 revised youth service center intake processes, incorporating an educational assessment to gauge individualized needs and develop a service plan to connect youth to identified services.

- LAP3 convened five CSU presidents to create the ReLAY Institute[19]—Reconnecting Los Angeles Youth — a joint initiative connecting higher education to workforce leaders in the region.

- LAP3 expanded a partnership model championed by LA City and LAUSD, which utilized LA County's youth centers and agencies to connect district pupil service and attendance counselors with YouthSource center participants. Youth access and utilized services, including X/Y/Z at higher rates.

- LAP3 supported the LA OYC with creating and launching a universal referral form and process in the LA County's Department of Children and Family Services, generating increased referrals across all seven LA County workforce boards.LAP3 youth participants were three times more likely to complete a secondary education degree or certificate within a year of the program or return to school if they had not completed secondary school.

17 https://imprintnews.org/child-welfare-2/california-will-roll-out-a-new-jobs-plan-for-system-involved-youth/58059
18 https://lalgbtcenter.org/services/youth-services/
19 https://relayinstitute.org/about/

# THANK YOU TO OUR PARTNERS

# Appendix 6:

# Los Angeles Workforce Infrastructure Network (LAWIN) Concept Paper

CONCEPT PAPER

# Los Angeles Workforce Infrastructure Network

Prepared by
City of Los Angeles
Economic and Workforce Development Department

# INTRODUCTION

The Economic and Workforce Development Department (EWDD), the LA City Workforce Development Board and the Mayor's Office commissioned this concept paper to develop high level recommendations from key partners of the Los Angeles workforce development eco-system to:

1. Assess status of workforce preparation for federal Investment Infrastructure and Jobs Act (IIJA) and Inflation Reduction Act (IRA) capital investments;

2. Develop strategies to prepare the Los Angeles workforce for these investments, and;

3. Ensure equity and inclusion in the new opportunities of quality skilled career pathways for all LA residents.

# RECOMMENDATIONS

The LA City's Economic and Workforce Development Department, Workforce Board, and the Mayor's Office should:

1. Establish an on-going workforce development system collaborative between representatives of the various public, k-12 and higher education institutions, union locals, industry employers, and community partners supporting quality careers. The Los Angeles Workforce Infrastructure Network under the Mayor's Office and Economic Workforce Development Department will provide a consistent platform to communicate, share information, and integrate activities on behalf of city residents. Currently, there is no on-going city collaborative structure to discuss how to prepare the workforce for these new capital investments.

2. Conduct a thorough inventory and analysis of the educational, union and community- based infrastructure industry-recognized workforce training programs available to city residents. Currently, there is no established platform that catalogues and distributes information to LA City workforce partners or residents.

3. Pursue a city policy to set-aside of one to three (1-3) percent of all city capital infrastructure projects funded by the federal infrastructure bill to be directed for workforce development projects. Funds from federal infrastructure projects are allowed to expend on related workforce development, however, it is not mandated. This is a local policy decision. Pennsylvania has implemented such a policy.

4. Invest at least $2 million in workforce experience dollars (General Fund, LA County, or other grant funds) to seed and expand infrastructure-related system workforce development programming, including expansion of registered apprenticeship programs (RAPs), to increase workforce participation, specifically by investing in high barrier groups. This will immediately increase the resources to expand quality skilled job training opportunities in Los Angeles.

5. Assemble a city, union, and community partner grant writing team to apply for the large- scale federal Department of Labor, Commerce, and EPA grants to increase the overall resources for the Los Angeles workforce development eco-system. Currently, there is no established collaborative working team to pursue these large-scale federal workforce development grants.

6. Explicitly include this policy statement "The LA City's Economic and Workforce Development Department, Workforce Board, and the Mayor's Office are committed to encouraging gender equity, diversity and inclusion among our workforce partners, and eliminating unlawful gender discrimination and workforce segregation."

# BACKGROUND

Los Angeles and the wider region are poised to receive an extraordinary level of financial support aimed at developing crucial infrastructure, renewable energy projects, and expanding broadband access. Beyond the anticipated federal funds dedicated to infrastructure, the city has boosted its own spending on housing, transportation, renewable energy, and water management.

This wave of investment from federal, state, and local sources is expected to create thousands of construction and infrastructure-related jobs in the area. While the exact number of jobs is yet to be determined, it is widely acknowledged that we will see a significant increase in high-quality, career-advancing positions in skilled trades.

Dr. Martha Ross highlights the significance of these times, stating, "The U.S. is making once-in-a-generation investment in infrastructure and clean energy through the Infrastructure Investment and Jobs Act (IIJA) of 2021 and the Inflation Reduction Act (IRA) of 2022. With the federal government allocating an unprecedented amount of funds to enhance our transportation, water, energy, and broadband systems, cut down on greenhouse gas emissions, and tackle other climate-related challenges, we are looking at a potential for substantial job growth—estimated at 15 million new jobs over the next decade. However, our infrastructure workforce is aging, and employers are facing challenges in both retaining their current workforce and hiring new workers. This underscores the urgent need to attract, train, and retain a new generation of workers."

As federal dollars make their way from Washington D.C. to the state and then to Los Angeles, local leaders are called upon to strategically deploy these investments. The goal is not only to include all residents, especially those who have been left out of recent economic recoveries, but also to ensure these large-scale investments help reduce economic disparities rather than perpetuate them. Developing a skilled workforce capable of realizing these goals is crucial, ensuring that the benefits of these investments broaden economic opportunities for communities that have historically been overlooked.

# LOS ANGELES WORKFORCE DEVELOPMENT ECO-SYSTEM

Navigating the workforce development landscape in the City of LA reveals a diverse and expansive network of programs, initiatives, and partnerships aimed at equipping a broad spectrum of individuals with the skills and opportunities needed to engage with the modern workforce. This system is multifaceted, comprising a broad array of programs and initiatives aimed at developing a skilled workforce ready to meet the demands of today's and tomorrow's labor markets. Despite its extensive resources and initiatives, the system often struggles with coordination and connectivity among its various components, highlighting a need for a more integrated approach to workforce development.

Numerous unions, particularly those in building and construction trades, have robust RAPs developed over many decades. They offer industry-driven, practical learning opportunities with zero tuition costs for apprentices. Partnering with community colleges can enhance these programs by providing academic credits for the training, resulting in industry credentials and degrees for participants.

Additionally, LAUSD, LACCD, and community-based programs all offer a variety of career and technical education (CTE) and related programming. The city workforce system funds dozens of community agencies to provide services to high barriered populations, and the city departments have both hiring needs and provides support to these programs. Listed below is only a sample of resources and assets.

## Structure & Operations

At the heart of the city's workforce development efforts are the Workforce Development Board (WDB), the Mayor's Office, and the Economic & Workforce Development Department (EWDD), which oversee the administration of 14 WorkSource Centers and 14 YouthSource Centers. These centers are foundational to reaching job seekers across the city, offering access to certified training, support services, and job placement assistance. As summarized below, the city of Los Angeles is rich with educational and skilled based training opportunities.

## Registered Apprenticeships & Training Programs

Apprenticeship is a time-tested, proven workforce development approach where learners earn wages while acquiring crucial skills, experience, certifications, and professional connections. The apprenticeship model offers employers an effective means to build their talent pipeline by engaging in apprenticeship partnerships designed to develop a highly skilled workforce. In California, there are approximately 95,000 registered apprentices, approximately 67% of which are in the building, construction, and fire trades. There are numerous registered apprenticeship and apprenticeship readiness programs throughout Los Angeles.

Host to approximately 19,000 registered apprentices, Los Angeles County comprises 20% of California's total apprentices, approximately 11% of which are outside of building and fire trades occupations. Recognizing the statewide potential, Governor Newsom has set a goal to expand beyond traditional apprenticeship programs and serve 500,000 apprentices by 2029.

Registered Apprenticeship Programs (RAPs), which are regulated by the California Division of Apprenticeship Standards (DAS), offer a well-defined pathway into a career, supported by clear standards outlining apprentices' job expectations. Apprenticeships, though different from traditional classroom-based postsecondary education, can serve as a college pathway. In California, strong ties between community colleges and the apprenticeship system make it both a workforce and postsecondary education strategy.

Funding for training comes from related and supplemental instruction (RSI) funds, alongside apportionment funding for credit-bearing community college courses. In addition, new state investments have been directed at decreasing the gender gap in the construction trades, such as the Equal Representation in Construction Apprenticeship (ERiCA) Grant. Other investments, like the California Apprenticeship Initiative (CAI) and California Opportunity Youth Apprenticeship (COYA) grant programs, allocate millions annually to bolster local and regional partnerships, facilitating the launch and expansion of innovative apprenticeship and pre-apprenticeship initiatives in other emerging industry sectors such as transportation and advanced manufacturing.

## Los Angeles/Orange Counties Building & Construction Trades Council

With 48 local unions, this council administers over 24 state and federally recognized joint apprenticeship training centers (JATCs) and registered apprenticeship programs throughout Los Angeles. The 48 local unions include, but are not limited to: Laborers, Plumbers/Pipefitters, Ironworkers, Sheet Metal Workers, Electricians, Painters, Drywall Finishers, Tile Layers, Bricklayers, Cement Masons, Elevator Constructors, Operating Engineers, Glaziers, Plasterers, Insulators, Roofers, and Teamsters.

## Apprenticeship Readiness Fund

The Apprenticeship Readiness Fund is the workforce development arm of the LA/OC Building & Construction Trades Council. The Fund partners with over 20 organizations that include various community colleges, community-based organizations, and school districts in Los Angeles to deliver the Multi-Craft Core Curriculum (MC3) Apprenticeship Readiness training. The training is the only Department of Labor Industry Recognized Credential (IRC) that was created by, and with the input from, the North American Building Trades Unions (NABTU). This training prepares individuals from underrepresented communities and diverse backgrounds for opportunities within all the building & construction trades unions in Los Angeles. The Fund acts as a regional intermediary for funding on behalf of all its partnering programs and provides case management and graduate placement support into all 48 affiliated local unions.

## Los Angeles Unified School District (LAUSD)

The Los Angeles Unified School District (LAUSD) offers hundreds of CTE, Linked Learning, and work-based-learning pathways in all industry sectors and through a variety of settings, including alternative education programs and adult education centers, where accelerated courses are offered for adult learners to obtain industry-recognized certifications (e.g., HVAC, Truck Driving, Aviation Mechanic, etc.). Numerous CTE training centers, many of which collaborate with local trade unions such as the LA/OC Building Trades, offer pre-apprenticeship programs as a bridge into registered apprenticeships for underrepresented populations. One example is the Multi-Craft Core Curriculum

(MC3) program, recognized nationally as a pre-apprenticeship program for the building and construction trades.

In addition, LAUSD's Linked Learning program provides secondary students with access to career- themed pathways such as engineering, architecture, and skilled trades. K-12 Career and Technical Education (CTE) provides industry-specific skills and knowledge and includes job shadowing, internships, and virtual apprenticeships.

## Los Angeles Community College District

The nine community college campuses of LA Community College District offer an array of skill-based training programs for credit and non-credit that are utilized by local public and private employers. Los Angeles Trade Tech College offers Construction, Maintenance & Utilities (CMU) Pathway delivers most current industry relevant training, including sustainable construction techniques and other green technologies to equip students with the necessary knowledge and skill sets to obtain, sustain, or advance in their chosen career paths.

Certificates and degrees are offered in Architectural Technology; Carpentry; Electrical Construction and Maintenance; Electrical Line-Worker (Lineman); Heating, Ventilating, Air Conditioning (HVAC) and Refrigeration; Operation and Maintenance Engineering - Steam Plant; Plumbing; Solid Waste Management Technology; Street Maintenance Technology; Supply Water and Waste Water Technology; Welding - Gas and Electric; and stacked credentials in renewable energy including Renewable Energy Technician - Solar PV Installation and Maintenance, Renewable Energy Technician - Solar Thermal and Renewable Energy with Energy Efficiency Emphasis.

## Community Based-Organizations

Community-based program models such as YouthBuild and Conservation Corps (among other LA youth workforce programs) play a significant role in expanding access to training in skilled trades, emphasizing the acquisition of valuable industry-recognized credentials, and therefore, serve as vital entry points to infrastructure careers for individuals facing high barriers to employment. These models have a long history in working with Los Angeles Opportunity Youth, ages 16 -24, and their programming emphasizes construction and skilled trades. Though several community-based agencies provide similar workforce and education programming, there is no easily accessible list of such resources. A few examples include Coalition for Responsible Community Development, Alliance for Community Empowerment, and LA Conservation Corps.

## Philanthropy

Philanthropy is another major player in supporting and expanding the local infrastructure workforce. One example is Harbor Freight Tools for Schools, the flagship program of the Smidt Foundation whose mission is to increase understanding, support, and investment in skilled trades education.
Harbor Freight Tools for Schools partners with L.A. County public high schools and community-based organizations to offer excellent, year-round, and summer, hands-on skill trades education. High school student in these programs successfully earn high-value Industry Recognized Credentials such

as: American Welding Society (AWS), L.A. City Welding, and GRID Intermediate Solar Training Certification. This effort is advancing excellent skilled trades education in LA County high schools.

## LA City Departments & Propriety Departments

The city itself, through departments such as Department of Street Services and Department of Sanitation; and the three propriety departments: Port of Los Angeles, Los Angeles World Airports (LAWA), and the Department of Water and Power, has invested in training programs that not only meet their hiring needs but also support broader workforce development goals. For instance, HireLAX represents a successful hiring partnership that leverages city resources, contractors, local unions, and community partners to create pathways into quality jobs.

## Challenges & Opportunities

While Los Angeles boasts an impressive array of programs and partnerships aimed at workforce development, the system faces challenges in achieving a cohesive and coordinated approach. The richness of resources and opportunities is often matched by complexities in navigation and access, underscoring the need for enhanced connectivity and integration among programs, educational institutions, community organizations, and city departments. Addressing these challenges will require strategic efforts to streamline pathways into quality jobs and career advancement, ensuring that all Angelenos, regardless of their starting point, have access to the education and training necessary to thrive in the evolving economy.

# LOS ANGELES WORKFORCE DEVELOPMENT OBJECTIVES

While much of this federal funding allows workforce development activities, relatively few of the new federal programs require it. Many of the federal and state entities receiving funding are unfamiliar with or have not prioritized workforce development in the past. The public workforce system and community colleges were not included in the new federal legislation. It is a massive disconnect.
Likewise, there was no new funding for the local workforce development agencies to prepare its workforce for the new employment opportunities created by the infusion of funds.

Meanwhile, for many young people, the pathway to adulthood and a good job is an obstacle course. The road from high school to further education and careers can be hard or find to access – this is especially true for young people from low-income backgrounds or whose parents do not have college degrees. Tens of thousands of young adults in Los Angeles cycle through unemployment, post- secondary education, and low-wage jobs without gaining traction.

In a community where the potential of every teen and young adult is as varied and promising as its demographic composition, understanding, and supporting their unique needs and aspirations is paramount. The objectives of establishing the “Los Angeles Workforce Infrastructure Network” are to:

1. Increase the ongoing collaboration between public, union, and community-based organizations to develop on-going communication and planning;

2. Increase the awareness and utilization of current Industry Recognized infrastructure workforce training programs;

3. Increase the identification of gaps in current partner offerings, and;

4. Increase the number of young adults in skilled trades pathways to meet Los Angeles infrastructure workforce needs.

# STRATEGIES

In crafting The Workforce Infrastructure Network, the Economic and Workforce Development Department, LA City Workforce Development Board and the Mayor's office should deploy a series of strategies including, but not limited to:

- Include the concept of the "Los Angeles Workforce Infrastructure Network" in the City's Workforce Development Annual Plan which will include the formal establishment of the collaboration.
- Include the funding of at least $2 million of available workforce resources in the Annual Plan to be made available through an RFI which would allow for the seeding and funding of specific workforce training partnerships that lead to union apprenticeships.
- Further engagement of intermediary to further develop the partnership design of the collaborative. Explore other national and state program models and inventory current program offerings of the workforce development system partners. Develop a design that builds upon current public and private investments.
- Continue to build upon the city's Project Labor Agreements and Community Benefit Agreements to support the entry and retention of LA residents into the skilled trades.
- Build upon the current education and training partners of established certified apprenticeships, pre-apprenticeships and secondary school training programs including LAUSD K-12 CTE Linked Learning Division and Division of Adult Career Education, Community College Districts, other higher education institutions and community-based training programs like YouthBuild. The pathways should be aligned to the union-based, community-based training hubs such as the Apprenticeship Readiness Fund, which works with Union trades apprenticeship programs.
- Organize a specific convening of employer partners, union and skilled trades, and registered apprenticeship program (RAP) sponsors (including pre-apprenticeships) to align their current efforts and programs, as well as identify future areas for expansion of RAPs in other high- growth sectors such as transportation and advanced manufacturing, integrating green technology.
- Develop a long-term implementation plan for the EWDD to build a system wide "LA Workforce Infrastructure Network" to be used as a model for collaboration and program integration.
- Develop and enforce policies that promote gender equity, diversity, and inclusion within the workforce. This includes implementing equal opportunity policies, prohibiting gender discrimination, and addressing workforce segregation. Ensure that these policies are communicated effectively to all workforce partners and stakeholders and provide resources and training to support compliance.
- Ensure funding to women's education and training programs and training on gender equity, diversity, and inclusion for employers, employees, and workforce partners. Provide resources and guidance on best practices for creating inclusive work environments and addressing barriers to gender equity in hiring, promotion, and retention.
- Collaborate with local businesses, community organizations, educational institutions, and other stakeholders to promote gender equity and diversity in the workforce. Establish partnerships with organizations that specialize in supporting underrepresented groups, such as women in construction fields or minority-owned businesses, to expand access to opportunities and resources.

## Connect with us

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# Appendix 7:

# City of LA Five-Year Workforce Development Strategic Plan

City of Los Angeles | 2025 - 2030

# LA Workforce

# A 5-Year Path Forward

**SEPTEMBER 2024**

Compiled by

civic makers

Workforce Development Board
City of Los Angeles

# LA Workforce: A 5-Year Path Forward

This document is a comprehensive five-year Workforce Strategy for the City of Los Angeles that promotes economic recovery, financial stability, and prepares residents and businesses of Los Angeles for jobs of the future.

## KEY COMPONENTS

### North Star

Place **50,000 Angelenos** into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training as critical pathways to economic stability and success.

### Goals

1. Build a Stronger Workforce Ecosystem.
2. Promote Economic Mobility for High-Barrier Populations.
3. Develop Industry-Specific Sector Strategies.

### System Cornerstones

Establish four Cornerstones to **anchor roles that are integral to the system**. Each Cornerstone will be accountable for implementing this Strategy and enhancing system connections.

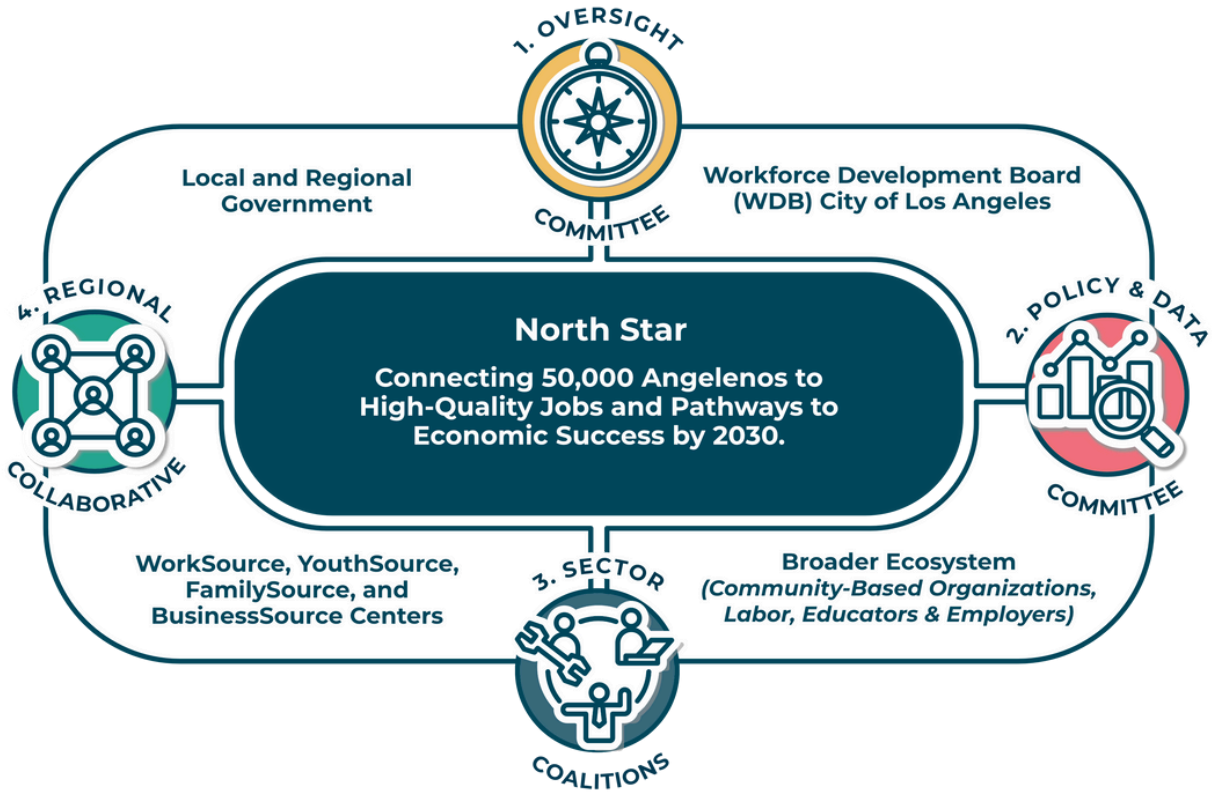


***Figure 1.*** *Visualization of the Four System Cornerstones (pg 14), bridging different segments of the Workforce Development System (WDS) to achieve the North Star.*

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# I. Overview

## PURPOSE AND VISION

The Los Angeles 5-Year Path Forward is a transformative strategy designed to reshape the City's Workforce Development System (WDS) to meet the urgent needs of its residents and industries. It prioritizes collaboration among government, labor, educational institutions, businesses, and community organizations, in order to provide both workers and employers with the support they need to thrive.

This plan envisions a workforce where every Angeleno has access to high-quality, living-wage jobs and meaningful pathways to get them. By championing equity, empowering underserved communities, and driving inclusive economic growth, this action roadmap positions Los Angeles to effectively meet the evolving needs of its residents and industries, ensuring a more prosperous and resilient future for all.

### Core Values

The 5-Year Path Forward is built upon three core values that guide the strategies and actions needed to create a stronger, more inclusive workforce system:

1. *Connect Angelenos with **quality jobs** & **opportunities to continue developing** their skills and qualifications.*
2. *Ensure pathways to quality jobs are **accessible to all Angelenos**.*
3. ***Adapt to changes** in workforce needs, considering demand from both the worker and employer perspectives.*

**1. Connect Angelenos with quality jobs & opportunities to continue developing their skills and qualifications.**
WDS partners will align around a **North Star** to:

- ***Place 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training as critical pathways to economic stability and success.***

This will be achieved by launching Sector Coalitions in high-growth industries and creating more connected career pathways across the WDS.

**2. Ensure pathways to quality jobs are accessible to all Angelenos:**
The plan integrates City efforts to remove barriers to employment for Angelenos facing the greatest economic disparities and marginalization. Some high-barrier populations include:

- Individuals experiencing homelessness
- Justice-involved individuals
- Opportunity youth (ages 16-24, not in school or employed)
- Older workers facing involuntary job separation
- People with disabilities

By providing these groups with targeted pathways to employment and wraparound services (e.g. childcare, transportation, and mental health support), the plan seeks to ensure that all Angelenos can access the opportunities they need to achieve long-term economic stability.

**3. Adapt to changes in workforce needs, considering demand from both the worker and employer perspectives:**
Collaboration with regional partners will foster resilience and ensure continuity of care. Collaboration is prioritized by promoting information sharing and inviting system partners to help implement this plan. Key examples include:

- Expanding the WDB's Policy Committee into a 'Policy & Data Committee' - playing a key role in defining and tracking metrics for high-quality, living-wage jobs and monitoring labor market trends.
- Leveraging the City of LA's open data portal to make data accessible across the WDS.
- Recruiting cross-system partners for Sector Coalitions, such as:
  - Employers (including small businesses and large employers)
  - Source Centers (YSC, WSC, FSC, BSC)
  - Educators (K-12 up to post-graduate) and Trainers
  - LA RISE or other workforce programs that offer supported / staged pathways for unhoused Angelenos into employment
  - Unions and labor organizations
  - Housing, mental health, or benefits providers that can offer services or case management to residents on career pathways
  - Peer support groups
  - Policy think tanks and philanthropic funders

## Definition of High Quality, Living-Wage Jobs

High-quality, living wage jobs are positions that meet workers' basic needs for economic security and safety, but also are rewarding, engaging, equitable, and meaningful. This plan will establish multiple metrics as indicators of quality jobs, starting with:

- Wages
  - E.g. living-wage jobs paying ≥ $55,000 annual income (according to MIT's living wage calculation for LA County)[1]
- Employer-provided benefits
- Access to promotional pathways and further training opportunities
  - E.g. employer offers (or partners with) a registered apprenticeship program
  - E.g. employer has a clearly defined promotional ladder
- Worker satisfaction data, such as survey responses to evaluate satisfaction for subjective high-quality indicators (e.g. quality of life, etc.)

*NOTE: The Policy & Data Committee will finalize high-quality job indicators (in particular, wage targets), as a key outcome in Year 1. See Appendix E for further detail on Job Quality.*

# ECONOMIC IMPERATIVE: WORKFORCE AND ECONOMIC CHALLENGES

Extensive data from partner organizations, including the Los Angeles County Economic Development Corporation (LAEDC), reveal the urgent economic challenges facing Angelenos. These findings highlight the immediate need for collaborative, innovative approaches to confront the following critical realities. Addressing these issues is not just an option but an economic imperative that demands bold and unified action.

Given the gravity of these insights, it is crucial to recognize and confront the specific challenges that demand our collective attention. The following realities highlight the most pressing issues Angelenos face, which require both immediate and coordinated action:

- **High Cost of Living.** Compared to the rest of the state, the City of Los Angeles has relatively low wages as indicated by median household income ($76,135 in LA vs. $91,551 in CA), but relatively high cost of living as indicated by median home value ($903,700 in LA vs. $715,900 in CA). This combination of low wages and high costs can lead to increasing poverty, financial instability, and economic inequality.[2]
- **Soaring Homelessness.** Homelessness remains one of the most pressing issues in Los Angeles. In 2023, LA County reported 46,260 individuals experiencing homelessness within the City of LA, reflecting ongoing challenges related to access to education, stable employment, and affordable housing for many residents.[3] The magnitude of this issue continues to call for strategic and sustained interventions.
- **Population Decline.** Since 2018, the City has lost 230,000 residents, representing a 5.8 % decrease or an annual average decline of -1.2%. This could indicate a troubling labor shortage across key industry sectors, reduced high-income earners and entrepreneurs, and a decline in tax revenue, further hindering the city's economic growth and the quality of life.[4]
- **Changing Nature of Work.** The rise of artificial intelligence is transforming the workforce at an unprecedented rate. As of 2022, 19% of American jobs involved tasks that could be replaced or augmented by AI.[5] As businesses continue to invest in automation, many traditional jobs will be lost, while new roles requiring specialized skills will emerge. Los Angeles may be more vulnerable to these shifts than any other region in the nation, creating both challenges and opportunities for the future workforce.[6]
- **Ongoing Economic Recovery from the Pandemic.** LA's economy was particularly hard hit by the pandemic due to disruptions in tourism, hospitality, and entertainment industries. Tourism halted, severely affecting hotels and restaurants, and film and television productions paused, leading to significant job losses.[2] Lockdown measures, while necessary to control the COVID-19 virus, had severe economic repercussions, especially for small businesses and those industries dependent on foot-traffic and in-person interactions.[7]

Many of these challenges intersect, which creates growing disparities and compounding hardships. Coordinating to support people, within this context, will **require a holistic and collaborative approach**.

This plan envisions a bold transformation of the Workforce Development System, reimagining it to rise to the challenges of a rapidly changing world. Our goal is to build a system that not only equips every Angeleno with meaningful, lasting opportunities but also places marginalized populations — those who have been historically overlooked — at the center of our efforts.

## Empowering Vulnerable Populations: A Path to an Equitable Workforce

A resilient workforce system must prioritize those who face significant challenges in finding and sustaining employment — high-barrier populations. Many of these challenges stem from a historical lack of access to economic opportunities, creating barriers to economic mobility.

According to the State of California Labor and Workforce Development Agency, residents of the City of Los Angeles accounted for 43% of the 239,000 unemployed workers in the region in May 2023, followed by County residents at 35%. As of 2021, 62,000 young people aged 16-24 in the City were neither in school nor employed, making them the second largest population of opportunity youth — formerly known as disconnected youth — in the country.[8] This group faces heightened risks of poverty, social isolation, and long-term economic instability due to their lack of connection to education and employment.[9]

At the other end of the age spectrum, older workers make up 25% of the City's population.[10] Despite their experience, over 50% of U.S. workers aged 50+ experience involuntary job separation before retirement,[11] leading to financial hardship as they struggle to find new employment — often at lower pay than previous roles.[12]

For some Angelenos, the challenge isn't just finding work but advancing toward high-quality jobs. Many who receive benefits such as CalFresh or housing assistance may no longer qualify for them after getting a job with only a marginal pay increase. This "benefits cliff" disincentivizes upward mobility, as forfeiting these critical programs can create financial instability for households.

The WDS plays a key role in providing job seekers with training, education, and employment opportunities while supporting businesses with skills development and recruitment. Strengthening the WDS will help close the gaps that limit access for high-barrier populations and create sustainable pathways to economic mobility. Additionally, expanding the system's capacity to provide essential services like childcare, housing, and transportation, while addressing barriers such as the benefits cliff, will be crucial to supporting workers and employers in a changing economy.

## Building a Strong Workforce Ecosystem

Recognizing the economic imperative of creating sustainable, inclusive growth, it becomes clear that a stronger workforce system is the foundation for achieving this vision.

The **Los Angeles Workforce Development System (WDS)** is a key network designed to provide job seekers with training, education, and employment opportunities while supporting businesses with skills development and worker recruitment. As the economy evolves—facing disruptions from technological advancements, shifting demographics, and post-pandemic recovery—the need for a resilient, responsive, and inclusive workforce system has never been greater. Strengthening the system will be critical to closing gaps for high-barrier populations.

***Figure 2.*** *The City of Los Angeles Workforce Development System represented in segments by local and regional government, the Workforce Development Board, Source Centers, and the broader ecosystem.*

The workforce system has been a key contributor to LA's economic growth and a critical support for Angelenos. However, to serve Angelenos holistically, the system has challenges:

- **Addressing workers' and job seekers' basic needs:** Coordinating essential services, such as childcare, housing, and transportation, which are critical for enabling workers to participate in the labor market.
- **Capacity to fully deliver the services needed:** Ensuring the individuals employed in direct service delivery are well resourced and connected to other integral providers.
- **Coordinating around shared goals:** The system is too decentralized and in need of clear priorities, roles, and communication channels to effectively work together on shared goals. Without these, individual organizations across the workforce system continue to act in siloes and miss out on shared resources to serve client and customer needs.

# DEVELOPING A FOCUSED APPROACH

## Engagement Process

The 5-Year Path Forward was co-created through a robust engagement process. From September 2023 - May 2024, nearly 150 people across 60 organizations served as contributors, thought partners and reviewers. Across 35 interviews, 11 focus groups, and 5 public meetings - four key themes emerged:

| Themes from Engagement | Integration into the Strategy |
|---|---|
| **1.** The system needs to **lift standards** of employment to high quality jobs. → | ***Core Values*** *= a vision for connecting all Angelenos with paths to economic stability.* |
| **2.** The 5-Year Path Forward needs an actionable and **measurable** goal. → | **North Star** *= a guiding metric, centering the impact that the WDS will achieve for its customers (both workers and employers).* |
| **3.** Connect the strategy with the **job creators** who offer opportunities for Angelenos to stay in their communities. → | **Sector-Based Approach** *= prioritize high-growth sectors that are creating jobs and/or receiving significant local investment.* |
| **4.** To achieve the North Star, the system needs to **build its capacity** and better support collaboration. → | **System Cornerstones** *= new or reimagined roles throughout the WDS which define avenues for connection, cooperation, and accountability.* |

The following sections explore how sector-based approaches and system Cornerstones have been incorporated into the 5-Year Path Foward.

## Industry Sector Analysis: Driving Economic Growth and Workforce Development in Los Angeles

The City of Los Angeles is home to a diverse array of industries that have demonstrated remarkable growth and resilience following the challenges of the COVID-19 pandemic. These sectors not only power the local economy but also provide critical employment opportunities for Angelenos. The City is committed to leveraging this momentum by developing Sector Coalitions that will drive inclusive economic growth.

This plan will hone in on **eight key industries** that are experiencing significant growth—whether through job creation or through transformative investments (e.g. infrastructure, sustainability, and high-profile events like the upcoming Olympics and FIFA World Cup).

*Data provided by LAEDC Institute for Applied Economics.*[2]

### Biosciences | A Hub for Global Innovation

The biosciences sector is advancing rapidly in Los Angeles, driven by groundbreaking research in health, food production, and environmental sustainability. With the State of California's $500 million investment in UCLA's Research Park, including the California Institute for Immunology and Immunotherapy, the region is positioning itself as a global leader in bioscience research and manufacturing.

- **Projected Growth:** Projections indicate that total employment in this industry will surpass 18,000 jobs in the county and approach 2,900 jobs in the city by 2028.
- **Median Hourly Wage:** $32.44

### Blue & Green Economy | Pioneering Sustainability

As a leader in environmental innovation, Los Angeles is capitalizing on its role in the blue and green economies, with substantial investments, including a $1.2 billion grant from the U.S. Department of Energy to modernize the Ports of Long Beach and Los Angeles.

- **Projected Growth Areas:** Renewable energy, sustainable transportation, and water management.
- **Median Hourly Wage:** Median wages are typically 13% higher than the U.S. national median wage, with jobs like renewable energy, energy efficiency, and water management.[13]

### City of Los Angeles & Public Sector Agencies | A Foundation for Stability

In 2023, the government sector remained one of the top 10 largest employers across all industries. This sector is a crucial component of LA's economy, with more than 50,000 workers employed across 44 departments in the City of Los Angeles alone.

- **Projected Growth:** Expected to add 25,200+ jobs by 2028 in the region.

### Construction | Building LA's Future

The construction industry is a key driver of LA's economic expansion, particularly with Metro's $26.8 billion capital program and various public infrastructure projects. The city is focused on sustainable construction, green building, and housing development.

- **Projected Growth:** Expected to add 15,000+ jobs by 2028.
- **Median Hourly Wage:** $31.64

### Entertainment, Motion Picture, and Sound Recording | A Global Epicenter

Despite recent disruptions from the pandemic and labor strikes LA remains the global leader in entertainment, employing over 150,000 workers in film production, music, and media. This industry is vital not only for its direct economic contributions but also for its global cultural influence. As the industry recovers, ensuring equitable access to these high-wage jobs will be crucial, especially for underrepresented communities seeking to break into creative careers.

- **Projected Growth Areas:** From production, sound engineering to digital media roles.
- **Median Hourly Wage:** $42.13

### Healthcare & Social Assistance | Serving LA's Communities

Healthcare remains the largest employer in Los Angeles, providing essential medical care and social support. By 2028, this sector is expected to add thousands of jobs, including roles in nursing, elder care, and mental health services, making it one of the fastest-growing sectors in the region.

- **Projected Growth:** Expected to add 56,000+ jobs by 2028 in Los Angeles County.
- **Median Hourly Wage:** $37.05

### Performing Arts, Spectator Sports, and Related Industries | Global Spotlight

Los Angeles is set to host major global events, including the 2026 FIFA World Cup and 2028 Olympic and Paralympic Games, igniting job creation in sports management, event planning, and live entertainment. These events will further solidify LA as a premier international hub for sports, arts, and culture.

- **Projected Growth Areas:** Expected to create thousands of jobs in event management, marketing, and technical production.
- **Median Hourly Wage:** $36.35

### Transportation | Driving LA's Growth

Looking ahead, the growth of the transportation industries will be fueled by the continuous expansion of freight transportation and logistics, offering major employment opportunities for the local workforce. This growth will offer significant employment opportunities for the local workforce.

- **Projected Growth:** Projections indicate that by 2028, the transportation industries will support over 137,000 jobs in the county and 73,500 jobs in the city.
- **Median Hourly Wage:** $32.11

## Strategic Pillars: The Four System Cornerstones

The 5-Year Path Forward will be driven by four key Cornerstones— **Sector Coalitions**, the **Regional Collaborative**, the **Oversight Committee**, and the **Policy & Data Committee**—each representing a critical component of the workforce development ecosystem.

These Cornerstones are designed to create a strong foundation for collaboration, innovation, and accountability across the system, ensuring that the plan's goals are met.

### Sector Coalitions

*Collaborations between employers, workforce providers, training institutions, the City, and other partners to create connected pathways in high-growth sectors.*

The 5-Year Path Forward will establish Sector Coalitions to ensure that economic development and workforce development are fully integrated, positioning both as drivers of economic mobility. Unlike the current system where these functions often operate separately, this plan brings employers to the table as equal partners in workforce development efforts. By fostering direct collaboration between employers, workforce providers, training institutions, and the City, the coalitions will create a unified approach to developing talent that directly aligns with the needs of high-growth sectors.

### Eight Industries to Launch Sector Coalitions:

- Biosciences
- Blue & Green Economy
- City of Los Angeles & Public Sector Agencies
- Construction
- Entertainment, Motion Picture, and Sound Recording
- Healthcare & Social Assistance
- Performing Arts, Spectator Sports, and Related Industries
- Transportation

In addition to aligning workforce training with industry demands, the Coalitions will establish **registered apprenticeship programs** that provide job seekers with hands-on, paid training opportunities in key sectors. These apprenticeships will not only address the skills gap in

industries crucial to Los Angeles' growth but also ensure that participants gain valuable work experience while earning a living wage.

Over the next five years, these Coalitions will:

- Engage employers as key stakeholders in the design and implementation of workforce training programs, ensuring that training aligns with real industry needs and leads to high-quality, living-wage jobs.
- Provide job seekers, students, and program participants direct access to employers actively engaged in the workforce system, ensuring they are matched with jobs that align with their skills and goals, improving employment outcomes.
- Train job seekers for real opportunities — providing pathways to high-quality, living-wage jobs — while businesses secure the skilled workforce they need.
- Prioritize specific regions and high-barrier populations that the Coalition will serve.

By making employers an integral part of the workforce development system (WDS), the Sector Coalitions will ensure that economic mobility is not just an outcome of workforce development but a central goal shared by both economic and workforce strategies.

## Regional Collaborative

*EWDD will monitor and align several of the City's existing efforts to improve the WDS and connect high barrier populations with economic opportunities.*

The Regional Collaborative is central to creating a cohesive and comprehensive workforce development ecosystem that unites City, County, and regional partners. The 5-Year Path Forward is not just a continuation of past efforts, it brings together the City's most significant workforce development strategies (pg 35) under one coordinated framework.

### Existing Efforts to Improve the WDS

- EWDD Year Twenty-Five Annual Plan for Program Year 2024-2025
- AdvantAGE LA Older Worker Strategic Plan
- Horizons 32K Strategic Plan *(formerly LAP3)*
- LA Workforce Infrastructure Network (LAWIN) Strategic Plan
- LA YouthSource and WorkSource Center Redesign Reports
- LA Youth Development Department (YDD) Citywide Strategic Plan

Over time, this list may expand to monitor additional plans within the City and region (e.g. department-specific workforce strategies such as LAX and the Port of LA). Monitoring these plans in one place will ensure that workforce development efforts are not siloed but interconnected, driving comprehensive and lasting impact.

Over the next five years, the Regional Collaborative will serve as the driving force in aligning these comprehensive plans, creating a workforce development system that is more responsive, adaptable, and effective at meeting the challenges of the future. The collaborative will:

- Create a dashboard to monitor the implementation of plans in the city and region.
  - Integrate key workforce plans for unified action.
  - Uplift insights to inform process and policy improvements at the system level.
- Expand registered apprenticeships across Los Angeles.

By linking these strategies, LA will foster economic mobility for all its residents and position itself as a leader in workforce innovation.

## Oversight Committee

*Leverage the Workforce Development Board's current position, as a cross-system convener, to oversee the implementation of the Five Year Path Forward.*

The existing Oversight Committee will provide leadership, direction, and accountability for the entire plan. It will ensure that all initiatives align with the overarching goals of the plan and that progress is continuously monitored. Over the next five years, the Oversight Committee will:

- Establish performance metrics and conduct annual reviews to track the success of the plan.
- Identify any gaps or emerging challenges in implementation and make real-time adjustments to keep the plan on course.

## Policy & Data Committee

*Expand the WDB's Policy Committee into a 'Policy & Data Committee' with a key role in defining and tracking metrics for high-quality, living-wage jobs and monitoring labor market trends.*

The Policy & Data Committee will be a critical driver of data-informed decision-making. By analyzing labor market trends, workforce outcomes, and demographic data, this committee will ensure that strategies remain aligned with the evolving needs of the workforce and economy. The committee will also play a key role in ensuring equitable access to opportunities.

Over the next five years, the Policy & Data Committee will:

- Quantify and measure progress toward the North Star.
- Establish a comprehensive data infrastructure to track key performance indicators (KPIs) and measure the plan's impact.
- Use data to forecast future workforce needs, ensuring that the system is proactive rather than reactive to changes in the economy.

## Impact Over the Next 5 Years

These four Cornerstones will transform the Los Angeles workforce development system by:

- Aligning workforce strategies with high-growth industries and working closely with employers to ensure that job seekers are equipped with the skills and qualifications needed for future opportunities.
- Creating stronger partnerships across the region, providing holistic support that goes beyond employment and addresses the broader needs of high-barrier populations.
- Establishing clear leadership and accountability, ensuring that the goals of the plan are met on time and that progress is transparent.
- Using data to drive decisions, ensuring that strategies are adaptable and responsive to labor market trends.

The 5-Year Path Forward will leverage these Cornerstones to build a more resilient, inclusive, and responsive workforce system that positions Los Angeles as a leader in workforce innovation.

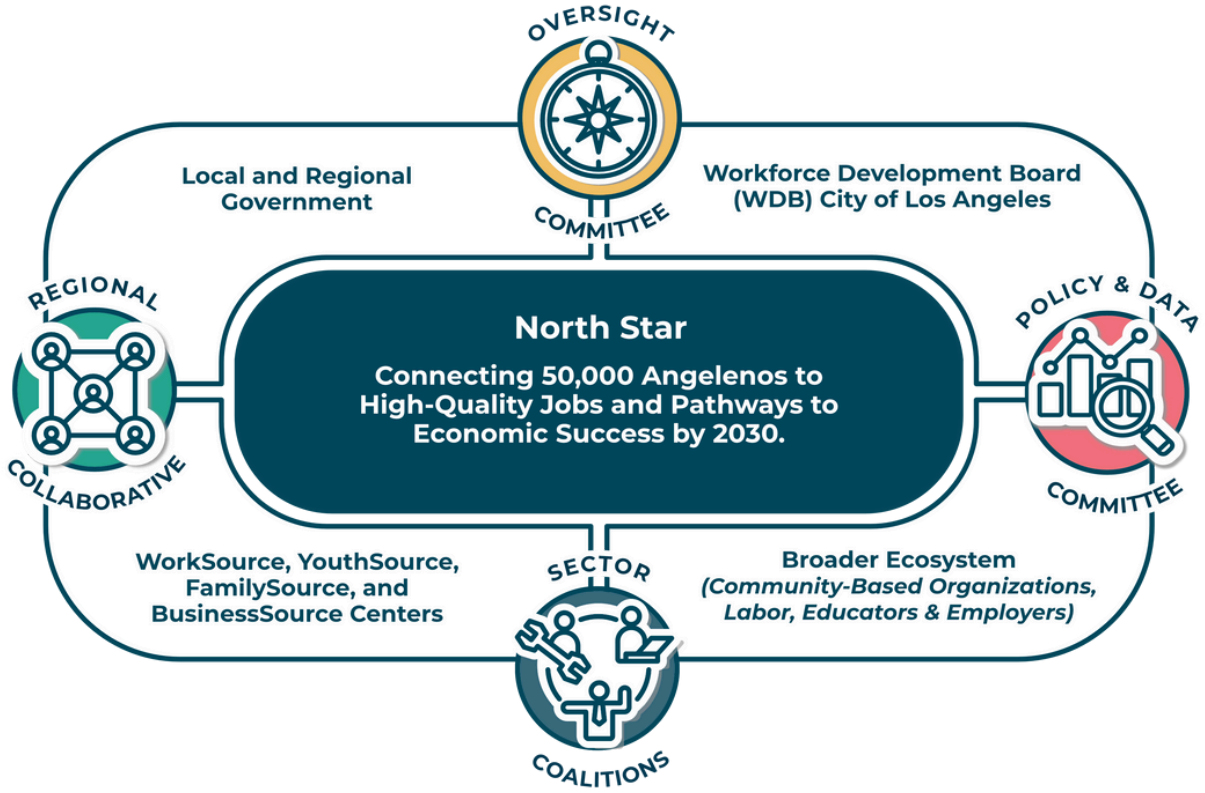



***Figure 1.*** *Visualization of the Four System Cornerstones, bridging different segments of the Workforce Development System (WDS) to achieve the North Star.*

# MEASURING SUCCESS AND IMPACT

The 5-Year Path Forward will measure success through key performance indicators (KPIs) that track progress toward placing 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training by 2030. Key metrics include:

- **Job Placements:** Monitoring the number of individuals placed into sustainable, living-wage jobs, with a focus on high-barrier populations and long-term economic mobility.
- **Work Experience Opportunities:** Tracking the number of paid internships, apprenticeships, and career exploration opportunities that provide Angelenos with critical pathways to transformative career growth and long-term stability.
- **Sector Strategy Outcomes:** Measuring career advancements within high-growth industries through targeted sector strategies that align with market needs.
- **Service Delivery:** Evaluating the effectiveness of workforce centers in delivering holistic support services such as childcare, transportation, and other essential services that facilitate both job placements and work experiences.

**NORTH STAR** | **Connecting 50,000 Angelenos to High-Quality Jobs and Pathways to Economic Success by 2030**

## 1. Driving Growth Through High-Growth Sectors

Los Angeles is poised for transformational growth, and we are unlocking the potential of key industries to lead the charge. By tapping into these sectors, we are creating real opportunities that will uplift communities and build lasting economic foundations:

**Biosciences** **~1,000 jobs + work experience**

Partnering with leading universities and biotech firms to prepare Angelenos for roles in groundbreaking research and manufacturing. **Why it matters:** These 1,000 jobs and work experiences will drive innovation, fueling advancements in science and technology while creating access for those traditionally excluded from the industry.

**Blue & Green Economy** **~2,500 jobs + work experience**

Training workers for the future—jobs in renewable energy, sustainability, and climate resilience that not only build careers but protect our planet. **Why it matters:** Helping LA lead the way in climate action and environmental justice.

**City of Los Angeles & Public Sector Agencies** **~2,500 jobs + work experience**

Expanding opportunities in the public sector through initiatives like Targeted Local Hire to offer upward mobility for veterans, the formerly incarcerated, and high-barrier populations.

**Why it matters:** Ensuring that every resident—regardless of background—has a chance to serve and grow within our government infrastructure across the region.

**Construction** ~4,000 apprenticeships

Empowering individuals through public policy and apprenticeships in public infrastructure and green building projects, providing unionized jobs that offer not just a paycheck, but a future. **Why it matters:** Stable, well-paying jobs are key to preventing homelessness and building housing for those who need it most.

**Entertainment, Motion Picture, and Sound Recording** ~2,000 jobs + work experience

Leveraging Los Angeles' position as a global entertainment hub by expanding opportunities in media production, film, and television. With several of these jobs offering living wages, the sector provides vital opportunities for middle-skill workers and creative professionals. Its recovery post-pandemic will boost tourism, community engagement, and the broader creative economy. **Why it matters:** These jobs and work experiences will not just sustain our entertainment capital status—they'll open doors for low-income residents to be part of LA's world stage.

**Healthcare & Social Assistance** ~13,000 jobs + work experience

Expanding training and apprenticeships with hospitals and health centers to create pathways for women, people of color, and older workers to enter and advance in healthcare—one of the fastest-growing sectors. **Why it matters:** This industry will directly support our city's health while addressing critical workforce shortages, ensuring our most vulnerable communities receive care.

**Performing Arts, Spectator Sports, and Related Industries** ~2,000 jobs + work experience

Tapping into LA's cultural and economic strength by leveraging global events like the 2028 Olympic & Paralympic Games and World Cup to create accessible roles in media production and event management. **Why it matters:** Hosting global events boosts local revenue and creates thousands of jobs. These industries play a significant role in promoting social cohesion, offering opportunities for local businesses and communities to participate.

**Transportation** ~3,000 jobs + work experience

Placing Angelenos into transportation jobs and work experience opportunities within the transportation industry will help meet the growing demand in freight transportation and logistics among other areas, ensuring a strong local workforce for the future. **Why it matters:** By providing work experience and jobs, particularly for underrepresented communities, Los Angeles can equip its workforce to support long-term growth and maintain its status as a key player in global trade.

## 2. Building Pathways to a Brighter Future

Our commitment to workforce development goes far beyond simply finding jobs—it's about unlocking doors to lifelong careers, fueling economic independence, and empowering Angelenos to thrive in a changing world:

**Registered Apprenticeships** **~2,500 placements**

Expanding non-traditional registered apprenticeships that connect underserved populations with high-wage, permanent jobs in key sectors.

**High-Barrier Programs** **~4,500 placements**

Through initiatives like LA:RISE and Job Connectors the City of LA is offering critical support services and employment pathways for opportunity youth, veterans, and people experiencing homelessness.

**WorkSource & YouthSource Redesign** **~4,000 placements**

Reimagining LA's workforce centers to provide first-time job seekers with the training and guidance needed to secure meaningful work.

**Educational Partnerships** **~5,000 placements**

Aligning education and employment through partnerships ensuring students are ready for the job market and equipped for success.

**Sector-Specific Training Programs** **~4,000 placements**

Offering certifications and training that prepare workers for middle-skill jobs in clean energy, healthcare, among other areas, creating long-term resilience.

## 3. Creating Accountability for Impact

This initiative is more than just a set of programs—it's a promise to create lasting change. Through data, accountability, and collaboration, we're ensuring that this plan delivers real results:

- **Annual Targets:** We will place 10,000 Angelenos into living-wage jobs and work experiences every year, with a sharp focus on equity, inclusion, and opportunity for all.
- **Economic Impact:** Contributing to the over 354,100 projected new nonfarm jobs by 2028, reducing poverty, increasing housing stability, and boosting economic growth.

# CONCLUSION AND CALL TO ACTION

The vision for the next five years is to build a resilient, adaptable workforce system that not only meets labor market demands but also creates pathways to living wages, career growth, and economic mobility for all residents, especially those in historically underserved communities.

The Los Angeles 5-Year Path Forward presents a comprehensive strategy to build a stronger, more resilient workforce development system. By aligning workforce strategies with key industries, addressing the unique needs of high-barrier populations, and fostering collaboration among key stakeholders, the plan ensures that every Angeleno has the opportunity to thrive in a dynamic and evolving economy. Together, these efforts will establish Los Angeles as a city where its workforce is well-prepared for the future and where equitable economic opportunities are available to all.

## Join us in Transforming Los Angeles!

Achieving the goals of the 5-Year Path Forward will require a collective effort from all stakeholders. Together, we can shape the future of our city — where every person has access to opportunities that lead to a living-wage job and where economic success is within reach for every Angeleno. Through bold, targeted strategies and collaboration across sectors, we will make Los Angeles a more inclusive, resilient, and thriving city by 2030.

# » II. Action Roadmap

## *A Path to Transforming Los Angeles' Workforce*

The 5-Year Path Forward is built on the vision of creating a resilient, inclusive workforce system that meets the needs of Angelenos and supports sustainable economic growth. Over the next five years, this roadmap will prioritize equity, innovation, and collaboration, ensuring that all residents, particularly those from historically underserved communities, have access to high-quality, living-wage jobs.

### Key Milestones

**Year 1 (2025): Foundation & Mobilization**
Establish key governance structures, establish registered apprenticeship framework, launch pilot sector coalitions, and develop data infrastructure to track progress.

**Year 2 (2026): Scaling & Integration**
Launch additional Sector Coalitions, learning from initial pilots. Integrate workforce systems to deliver seamless services across Los Angeles.

**Years 3-5 (2027-2030): Innovation & Sustainability**
Institutionalize best practices, drive innovation through new workforce models, and ensure the system adapts to labor market changes. Secure long-term funding and maintain key partnerships to achieve the North Star.

### Financial and Resource Commitments

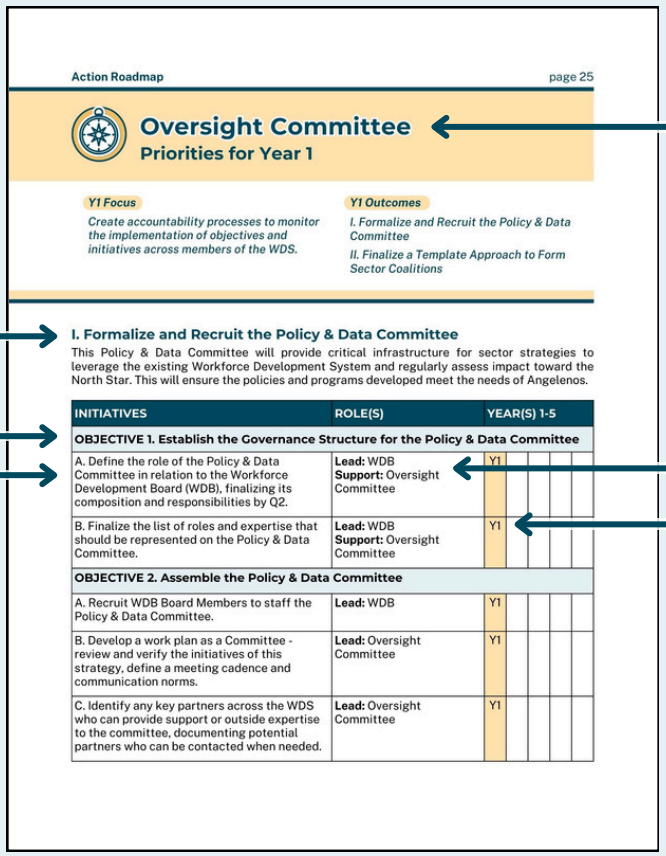
The 5-Year Path Forward will be funded through a combination of federal, state, and local resources, as well as partnerships with philanthropic organizations and workforce innovation grants. These financial commitments will ensure that the plan has the resources needed to achieve its ambitious goals and meet the needs of both job seekers and employers.

# HOW TO READ THE ACTION ROADMAP

The following pages provide a detailed breakdown of the objectives, initiatives, and timelines that will guide the 5-Year Path Forward. All initiatives of the plan are arranged within one of the four System Cornerstones, to ensure clarity and accountability. Below are key definitions for how the Action Roadmap is structured:

- **Outcome:** The desired results that each System Cornerstone will help to achieve, aligned with the plan's broader goals.
- **Objective:** Milestones to achieve each outcome.
- **Initiative:** The specific actions that will be taken in implementing the plan.
- **Role(s):** The teams, organizations, or committees responsible for the successful execution of each initiative.
- **Timeline - Year(s) 1-5:** Initiatives are organized by year, beginning with Year 1 (Calendar Year 2025) and progressing through to 2023.

## Key | Structure of the Roadmap



Action Roadmap page 25

**Oversight Committee**
**Priorities for Year 1**

*Y1 Focus*
*Create accountability processes to monitor the implementation of objectives and initiatives across members of the WDS.*

*Y1 Outcomes*
*I. Formalize and Recruit the Policy & Data Committee*
*II. Finalize a Template Approach to Form Sector Coalitions*

**I. Formalize and Recruit the Policy & Data Committee**
This Policy & Data Committee will provide critical infrastructure for sector strategies to leverage the existing Workforce Development System and regularly assess impact toward the North Star. This will ensure the policies and programs developed meet the needs of Angelenos.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 |
|---|---|---|
| **OBJECTIVE 1. Establish the Governance Structure for the Policy & Data Committee** | | |
| A. Define the role of the Policy & Data Committee in relation to the Workforce Development Board (WDB), finalizing its composition and responsibilities by Q2. | **Lead:** WDB **Support:** Oversight Committee | Y1 |
| B. Finalize the list of roles and expertise that should be represented on the Policy & Data Committee. | **Lead:** WDB **Support:** Oversight Committee | Y1 |
| **OBJECTIVE 2. Assemble the Policy & Data Committee** | | |
| A. Recruit WDB Board Members to staff the Policy & Data Committee. | **Lead:** WDB | Y1 |
| B. Develop a work plan as a Committee - review and verify the initiatives of this strategy, define a meeting cadence and communication norms. | **Lead:** Oversight Committee | Y1 |
| C. Identify any key partners across the WDS who can provide support or outside expertise to the committee, documenting potential partners who can be contacted when needed. | **Lead:** Oversight Committee | Y1 |

**SYSTEM CORNERSTONE**

**OUTCOME**

**OBJECTIVE**

**INITIATIVE**

**ROLES**

**TIMELINE**

*Y1 = 2025*
*Y2 = 2026*
*Y3 = 2027*
*Y4 = 2028*
*Y5 = 2029*

## 2025 CALENDAR YEAR

# Year 1: Foundation & Mobilization

| Key Outcomes for each Cornerstone | 2025 (Q1-Q4) |
|---|---|
| **Oversight Committee** Outcomes:<br>I. Formalize and Recruit the Policy & Data Committee<br>II. Finalize a Template Approach to Form Sector Coalitions | |
| **Policy & Data Committee** Outcomes:<br>I. Centralize Workforce Data & Release Insights<br>II. Establish Baseline Metrics for High Barrier Populations<br>III. Recommend a Sequence for Launching Sector Coalitions | |
| **Sector Coalitions** Outcomes:<br>I. Launch a Sector Coalition*<br>II. Initiate a Sector Coalition for: 'City of Los Angeles and Public Sector Agencies' | |
| **Regional Collaborative** Outcomes:<br>I. Create a Dashboard to Manage Regional Plans<br>II. Integrate Key Workforce Plans for Unified Action | |

**As prioritized by the Policy & Data Committee*

# Oversight Committee
## Priorities for Year 1

***Y1 Focus***

*Create accountability processes to monitor the implementation of objectives and initiatives across members of the WDS.*

***Y1 Outcomes***

*I. Formalize and Recruit the Policy & Data Committee*

*II. Finalize a Template Approach to Form Sector Coalitions*

## I. Formalize and Recruit the Policy & Data Committee

This Policy & Data Committee will provide critical infrastructure for sector strategies to leverage the existing Workforce Development System and regularly assess impact toward the North Star. This will ensure the policies and programs developed meet the needs of Angelenos.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 1. Establish the Governance Structure for the Policy & Data Committee** | | | | | | |
| A. Define the role of the Policy & Data Committee in relation to the Workforce Development Board (WDB), finalizing its composition and responsibilities by Q2. | **Lead:** WDB<br>**Support:** Oversight Committee | Y1 | | | | |
| B. Finalize the list of roles and expertise that should be represented on the Policy & Data Committee. | **Lead:** WDB<br>**Support:** Oversight Committee | Y1 | | | | |
| **OBJECTIVE 2. Assemble the Policy & Data Committee** | | | | | | |
| A. Recruit WDB Board Members to staff the Policy & Data Committee. | **Lead:** WDB | Y1 | | | | |
| B. Develop a work plan as a Committee - review and verify the initiatives of this strategy, define a meeting cadence and communication norms. | **Lead:** Oversight Committee | Y1 | | | | |
| C. Identify any key partners across the WDS who can provide support or outside expertise to the committee, documenting potential partners who can be contacted when needed. | **Lead:** Oversight Committee | Y1 | | | | |

## II. Finalize a Template Approach to Form Sector Coalitions

Establish the core elements that will convene and guide Sector Coalitions. These elements will be tested with each new Sector Coalition, and may evolve over time.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 3. Standardize the sector strategy approach and evaluation** | | | | | | |
| A. Standardize a **Career Pathway framework** for each sector strategy to map job opportunities, workforce and education programs for each 'experience level.'<br><br>*(See example Career Pathway outlines in Appendix D)* | **Lead:** Oversight Committee | Y1 | | | | |
| B. Define **metrics** that will tie sector strategies to the North Star goal of placements in high-quality, living-wage jobs.<br><br>*NOTE: Learn from Hollywood Homeless Youth Partnership's Data Subcommittee - on metrics that better reflect success for their clients.* | **Lead:** Oversight Committee<br>**Support:** Policy & Data Committee | Y1 | | | | |
| **OBJECTIVE 4. Draft an MOU agreement that will formalize Sector Coalitions** | | | | | | |
| A. Develop a template **MOU agreement** that will be used to formally convene organizations within a Sector Coalition. | **Lead:** Oversight Committee | Y1 | | | | |

# Policy & Data Committee

## Priorities for Year 1

***Y1 Focus***

*Develop the processes to support regular monitoring of policy and data to make them actionable.*

***Y1 Outcomes***

*I. Centralize Workforce Data & Release Insights*

*II. Establish Baseline Metrics for High Barrier Populations*

*III. Recommend a Sequence for Launching Sector Coalitions*

## I. Centralize Workforce Data & Release Insights

Create a **single repository** where the WDS can access comprehensive details about high-demand occupations and career pathways. Data will be housed by the City on Los Angeles Open Data and Los Angeles GeoHub, while the Policy & Data Committee ensures it stays updated with the latest economic and labor market trends.

Until a more accessible location is identified, make use of the Data LA Medium page and update regularly to ensure available data is accessible and digestible with short-form blogs that highlight key insights and how it impacts WDS priorities. This Medium page will host updates on the 5-Year Path Forward's progress including the actions of active Sector Coalitions, key takeaways from recent assessments, and progress toward the North Star.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 5. Centralize and make data accessible through partnerships and existing City communications infrastructure** | | | | | | |
| A. Formalize a partnership with **Mayor Karen Bass' Data Team** to host workforce system data in an official Workforce Data Catalog. | **Lead:** Policy & Data Committee<br>**Support:** Oversight Committee; LA Mayor's Data Team | Y1 | | | | |
| B. Draft an initial list of data to be maintained within the catalog, including:<br>• Economic data<br>• Labor market trends<br>• WIOA reported data<br>• GIS data | **Lead:** Policy & Data Committee<br>**Support:** LA Mayor's Data Team | Y1 | | | | |

## Year 1 | Policy & Data Committee Outcomes

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 6. Compile existing data sets within the Workforce Data Catalog** | | | | | | |
| A. Compile key workforce, labor market, and socioeconomic data sets. Reach out to partners to share and/or gather relevant data. Publish on DataLA's Workforce Data Catalog. | **Lead:** Policy & Data Committee<br>**Support:** LA Mayor's Data Team | Y1 | | | | |
| B. Compile and publish geospatial data on the Los Angeles GeoHub. | **Lead:** Policy & Data Committee<br>**Support:** LA Mayor's Data Team | Y1 | | | | |
| **OBJECTIVE 7. Identify roles & responsibilities for data management** | | | | | | |
| A. **Regular Updates**: Refresh traditional labor market information quarterly as new data becomes available. | **Lead:** Policy & Data Committee<br>**Support:** LA Mayor's Data Team | Y1 | Y2 | Y3 | Y4 | Y5 |
| B. **Annual Release of Detailed Information**: Share detailed, validated information after incorporating feedback from industry leaders to ensure accuracy and relevance. | **Lead:** Policy & Data Committee | Y1 | Y2 | Y3 | Y4 | Y5 |
| C. Review and respond to data requests from the WDS (e.g. data to help ecosystem partners develop outreach materials such as handouts, brochures, and presentations). | **Lead:** Policy & Data Committee<br>**Support:** LA Mayor's Data Team | Y1 | Y2 | Y3 | Y4 | Y5 |

## II. Establish Baseline Metrics for High Barrier Populations

As each population group will have its unique challenges to accessing services, appropriate metrics will need to be both established and revisited. See Evaluation Plan (pg. 60)

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 8. Establish baseline metrics for high barrier populations across LA** | | | | | | |
| A. Compile a list of population-specific partners that can advise on needs and best practices for supporting high barrier populations (e.g. LA Department of Aging, LA Youth Development Department, Youth Council, LA Department on Disability, and local CBOs or advocacy groups). | **Lead:** Policy & Data Committee | Y1 | | | | |

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| B. Establish goals for new high-barrier populations, including survivors of domestic violence, individuals with disabilities, English Language Learners, single parents, and LGBTQ+ individuals. | **Lead:** Policy & Data Committee<br>**Support:** Oversight Committee | Y1 | | | | |

## III. Recommend a Sequence for Launching Sector Coalitions

Develop a data-driven approach for prioritizing Sector Coalitions to launch each year.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 9. Research each prioritized Industry to identify which sectors to launch between 2025-2030.** | | | | | | |
| A. Compile initial research on the prioritized industries, and develop criteria for selecting sectors that are ready to launch. | **Lead:** Policy & Data Committee | Y1 | | | | |

# Sector Coalitions
## Priorities for Year 1

***Y1 Focus***

*Launch a Coalition and monitor how this pilot approach can then be applied to future sectors.*

***Y1 Outcomes***

*I. Launch a Sector Coalition*

*II. Initiate a Sector Strategy for: 'City of Los Angeles and Public Sector Agencies'*

## I. Launch a Sector Coalition [TEMPLATE]

The following approach serves as **a blueprint for the Sector Strategy and Coalition-building efforts**. This outline will be applied consistently across all remaining sectors, ensuring a cohesive and strategic framework for workforce development and industry alignment.

Once the Policy & Data Committee has completed initial research into industries, prioritize a sector to launch (pilot) in Year 1.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 10. Identify career pathways, by geography** | | | | | | |
| A. **Define what constitutes the sector**:<br>• *Compile labor market information on job opportunities - noting current quality living wage occupations,*<br>• *Identify local employers, and*<br>• *List current workforce & training programs in the field (e.g. any High Road Training Partnerships). Map this geographically, where possible, to identify clusters.*<br><br>Prepare **draft findings** to be validated with key industry partners. | **Lead:** Oversight Committee<br>**Support:** Policy & Data Committee | Y1 | | | | |
| B. Convene key industry leaders to evaluate data on identified quality living wage occupations. Recruit representatives who can offer insights on hiring needs, talent sources, and preferred training providers. | **Lead:** Oversight Committee<br>**Support:** Policy & Data Committee; LAEDC Industry Clusters | Y1 | | | | |
| C. **Incorporate Industry Feedback**: Update labor market information and training programs to ensure they accurately reflect current opportunities. | **Lead:** Oversight Committee<br>**Support:** Policy & Data Committee | Y1 | | | | |

## Year 1 | Sector Coalition Outcomes

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| D. Visualize a Career Pathway for the sector, and identify priorities for creating a more continuous pathway from WDS services/programs to quality jobs. | **Lead:** Oversight Committee<br>**Support:** Policy & Data Committee | Y1 | | | | |
| E. Compile Career Pathway information in a centralized repository. Decide whether to use LA's Open Data & GeoHub, or another location. | **Lead:** Oversight Committee | Y1 | | | | |
| **OBJECTIVE 11. Define key targets** | | | | | | |
| A. Identify a key geography where this sector strategy will prioritize efforts; this will help with identifying sector coalition partners. | **Lead:** Policy & Data Committee<br>**Support:** Industry Partners | Y1 | | | | |
| B. Determine where this sector strategy can incorporate registered apprenticeships. | **Lead:** Policy & Data Committee<br>**Support:** Industry Partners | Y1 | | | | |
| C. Agree to at least one high barrier population to prioritize through this sector strategy. Make sure this is driven by population needs within the selected geography. Explore any alignment with plans under the Regional Collaborative. | **Lead:** Policy & Data Committee<br>**Support:** Industry Partners; Regional Collaborative | Y1 | | | | |
| **OBJECTIVE 12. Form a Sector Coalition** | | | | | | |
| A. Identify employers, Source Centers, education providers, government departments, CBOs, and any other partners that will officially join the Sector Coalition to implement and evaluate a sector strategy. | **Lead:** Oversight Committee<br>**Support:** Regional Collaborative | Y1 | | | | |
| B. Meet to review the career pathway. As a Coalition, prioritize improvements that will build linkages in the career pathway and reduce access barriers. Assign leads and support.<br>*(Note: start by connecting existing programs and partners, then identify gaps that need support)* | **Lead:** [Sector] Coalition<br>**Support:** Oversight Committee | Y1 | | | | |
| C. Draft an official sector strategy that outlines 1-year of initiatives. | **Lead:** [Sector] Coalition<br>**Support:** Oversight Committee | Y1 | | | | |

## Year 1 | Sector Coalition Outcomes

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| D. Present the Sector Strategy to the WDB to approve priority initiatives and outcomes. | **Lead:** [Sector] Coalition<br>**Support:** WDB | Y1 | | | | |
| E. Establish MOUs for a 1-year partnership (that can be renewed annually). | **Lead:** Oversight Committee | Y1 | | | | |
| **OBJECTIVE 13. Build supportive pathways to high-quality, living-wage jobs** | | | | | | |
| Each Sector Strategy might include:<br>• Recruitment strategies, including career exploration opportunities for youth<br>• Place-based initiatives to expand or pilot new programs<br>• Barrier reduction strategies<br>• Supported employment models, such as shared case management after job placement<br><br>Below are some examples which can be customized by each sector coalition. | | | | | | |
| **Ex:** Collaborate with education and training partners to ensure training programs align with industry needs and requirements. | **Lead:** [Sector] Coalition | Y1 | Y2 | | | |
| **Ex:** Identify students who are in an aligned career pathway and make presentations on the jobs available and connect them with a Source Center industry expert to assist in job placement. | **Lead:** [Sector] Coalition | Y1 | | | | |
| **Ex:** Enlist employers to provide a site tour or other type of experiential learning activity to individuals from target audiences. | **Lead:** [Sector] Coalition | Y1 | | | | |
| **Ex:** Coordinate with training providers to line up participants for the employers' events. | **Lead:** [Sector] Coalition | Y1 | | | | |
| **Ex:** Enhance the existing YSC and WSC career navigators to assist students and workers in identifying career paths, establishing career goals, and connecting with industry experts. | **Lead:** [Sector] Coalition | Y1 | | | | |
| **OBJECTIVE 14. Evaluate impact** | | | | | | |
| A. **Regular Updates**: Convene quarterly to check in on successes and lessons learned. Evaluate progress toward program placement targets and the North Star. | **Lead:** [Sector] Coalition | Y1 | Y2 | | | |
| B. **Regular Updates**: Share data with the Policy & Data Committee. | **Lead:** [Sector] Coalition | Y1 | Y2 | | | |

## II. Initiate a Sector Strategy for: *'City of Los Angeles and Public Sector Agencies'*

*(referred to as the Government Coalition)*

Align and integrate current initiatives to create clear pathways for Angelenos to access City employment, breaking down barriers and making the hiring process more inclusive and accessible.

Launch a transformative 'Sector Strategy' that prioritizes targeted support for youth and older workers, leveraging the strength of YouthSource and WorkSource centers, along with key system partners, as crucial drivers in connecting talent to opportunity. This strategic collaboration will empower the city's workforce while fostering long-term growth and equity across all sectors.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 15. Prepare a Government sector strategy** | | | | | | |
| A. Compile a list of City job opportunities that don't require a degree (and promote at partner Source Centers). | **Lead:** Government Coalition | Y1 | | | | |
| B. Create a catalog of existing youth internships and workforce experiences that are facilitated across the city. Categorize experiences (e.g., internships, field trips/experiences, and paid opportunities). | **Lead:** Government Coalition | Y1 | | | | |
| C. Map existing certificate, degree, and work experience programs that train for current occupations. Identify any gaps. | **Lead:** Government Coalition | Y1 | | | | |
| D. Develop a comprehensive database of existing job opportunities. | **Lead:** Government Coalition | Y1 | | | | |
| E. Expand the HireLA's Youth platform to list all City opportunities once they've been catalogued, and establish a cadence to keep this updated. | **Lead:** Government Coalition | Y1 | | | | |
| **OBJECTIVE 16. Recruit City representation on a Government Coalition** | | | | | | |
| A. Finalize the list of departments that should be represented on the Government Sector Coalition. | **Lead:** Oversight Committee | Y1 | | | | |

## Year 1 | Sector Coalition Outcomes

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| B. Develop a work plan as a Coalition to assign responsibilities to departments, review the initiatives of the 5-Year Path Forward, and prioritize tasks from existing EWDD plans. | **Lead:** Government Coalition<br>**Support:** Oversight Committee | Y1 | | | | |
| **OBJECTIVE 17. Develop an Implementation Plan to improve access to City jobs** | | | | | | |
| A. Streamline how people find job opportunities in coordination with YouthSource Centers and WorkSource Centers. | **Lead:** Government Coalition | Y1 | | | | |
| B. Develop standards and staff training for internship and fellowship experiences, placement and oversight to ensure a high quality experience for youth and older workers in pursuit of being an age inclusive City. | **Lead:** Government Coalition | Y1 | | | | |

# Regional Collaborative
## Priorities for Year 1

***Y1 Focus***

*Compile existing City plans, to monitor under one coordinated framework.*

***Y1 Outcomes***

*I. Create a Dashboard to Manage Regional Plans*

*II. Integrate Key Workforce Plans for Unified Action*

## I. Create a Dashboard to Manage Regional Plans

The 5-Year Path Forward serves as a comprehensive framework that **integrates and coordinates existing workforce plans** across the City of Los Angeles and the broader region. It will systematically monitor progress across all workforce initiatives, identify gaps, and foster collaboration between various stakeholders. This approach will ensure consistent tracking of outcomes, while creating opportunities for strategic alignment, prioritization of key objectives, and the efficient use of resources to address evolving workforce needs and economic trends.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 18. Procure and create a dashboard** | | | | | | |
| A. Identify required features for a project tracking tool. | **Lead:** Regional Collaborative | Y1 | | | | |
| B. Procure a project tracking tool that can be maintained by the Regional Collaborative, and updated by relevant project teams. | **Lead:** Oversight Committee | Y1 | | | | |
| C. Set-up the dashboard, testing functionality and permissions before rolling out. | **Lead:** Regional Collaborative | Y1 | | | | |
| D. Populate the dashboard to track progress on active workforce projects/strategies. *(Include any additional plans — such as LAX and Port of LA workforce strategies, or the LA Basin Regional Plan — as desired)* | **Lead:** Regional Collaborative | Y1 | | | | |
| **OBJECTIVE 19. Initiate a cadence of project updates & reprioritization** | | | | | | |
| A. Conduct quarterly check-ins with each monitored project to identify relevant project insights, successes, or challenges that need system-level support. | **Lead:** Regional Collaborative | Y1 | Y2 | Y3 | Y4 | Y5 |

## II. Integrate Key Workforce Plans for Unified Action

The *Regional Collaborative* brings together key workforce development plans and initiatives under a unified strategy to enhance service delivery and foster sustained economic mobility for all Angelenos.

The Economic and Workforce Development Department (EWDD) will take the lead on these strategies and report back to the Workforce Development Board's (WDB) Oversight Committee, which provides strategic oversight. The EWDD will collaborate with community-based organizations (CBOs), public sector agencies, educational institutions, labor and employers to ensure that each plan is implemented cohesively, in alignment with the broader workforce goals outlined in the Annual Plan and the 5-Year Path Forward.

The following are the key existing plans and strategies included in the Regional Collaborative:

- **EWDD Annual Plan:** Covers the service strategies, activities, and budget for the City's Workforce Development System. It serves as the guiding document for the implementation of the 5-Year Path Forward.
- **AdvantAGE LA: A Blueprint for Employing, Retaining, and Advancing Older Workers:** Addresses the unique needs of older workers by ensuring they have access to upskilling, reskilling, and employment opportunities in the city's growth sectors.
- **Horizons 32K Strategic Plan (formerly LAP3):** Aims to connect 32,000 opportunity youth to education, training, and employment by 2027, supporting the most disconnected youth populations.
- **Los Angeles Workforce Infrastructure Network (LAWIN) Strategic Plan:** Prepares the city's workforce system to meet the demand from infrastructure projects driven by federal investments, ensuring opportunities for underserved populations.
- **YouthSource and WorkSource Center Redesign Reports:** These redesigns enhance service delivery at both YouthSource and WorkSource Centers by improving access to targeted career pathways, strengthening partnerships with employers, and integrating skills development programs. For YouthSource, the focus is on job readiness and mental health support for high-barrier youth, while WorkSource prioritizes middle-skill pathways, industry partnerships, and enhanced support services for underserved adult job seekers. Both redesigns aim to prepare participants for high-growth industries and ensure Source Centers provide high-quality, responsive services.
- **LA Youth Development Department (YDD) Citywide Strategic Plan:** Focuses on creating equitable pathways for youth employment and educational opportunities, particularly for opportunity youth.

Through the leadership of the EWDD and the guidance of the WDB's Oversight Committee, the Regional Collaborative ensures that Los Angeles' workforce development system is strategic, coordinated, and capable of delivering long-term economic mobility for all residents.

## Year 1 | Regional Collaborative Outcomes

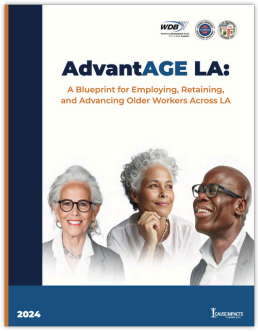
**Program Years (2024-2025)**

### Year 25 Workforce Development Board Annual Plan

The Year 25 Workforce Development Board Annual Plan, developed in partnership with the EWDD and the Los Angeles Workforce Development Board, outlines pivotal objectives that align with the overarching goals of the 5-Year Path Forward. These objectives establish a foundation for yearly priorities, strategies, and initiatives that are designed to respond to the evolving needs of Los Angeles' workforce. As the city progresses, each Annual Plan will build upon these efforts, driving continuous improvement, fostering economic growth, and ensuring alignment with the long-term vision of placing 50,000 Angelenos in high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training by 2030.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 20. Increase accessibility to sustainable employment opportunities for high-barrier populations through targeted workforce development strategies** | | | | | | |
| A. Place 5,500 individuals in sustainable employment through programs like Inside Safe Job Connectors and LA:RISE. | **Lead:** EWDD<br>**Support:** Regional Collaborative | Y1 | Y2 | Y3 | Y4 | Y5 |
| **OBJECTIVE 21. Increase Youth Workforce Outcomes** | | | | | | |
| A. Enroll 5,000 opportunity youth in career pathways programs through the Horizons 32K initiative, aiming for 70% completion and successful placement in education or employment | **Lead:** EWDD<br>**Support:** Regional Collaborative | Y1 | Y2 | Y3 | Y4 | Y5 |
| **OBJECTIVE 22. Promote Gender and Age Equity** | | | | | | |
| A. Increase training and placement of women and older adults in high-growth sectors, ensuring pay equity and addressing employment gaps through initiatives such as AdvantAGE LA | **Lead:** EWDD<br>**Support:** Regional Collaborative | Y1 | Y2 | Y3 | | |
| **OBJECTIVE 23. Develop High-Growth Sector Focused Training Programs** | | | | | | |
| A. Scale up High Road Training Partnerships, expand apprenticeship programs, and ensure equitable access to training that leads to well-paying jobs | **Lead:** EWDD<br>**Support:** Regional Collaborative | Y1 | Y2 | Y3 | | |

## Year 1 | Regional Collaborative Outcomes




**(2025-2028)**

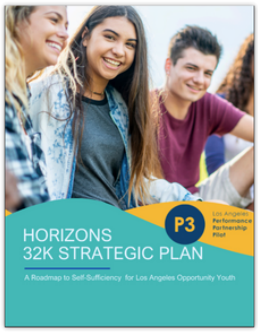
### AdvantAGE LA: A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA

The AdvantAGE LA Plan complements the 5-Year Path Forward by providing a comprehensive approach to supporting one of LA's key workforce demographics—older workers. This plan, led by the Workforce Development Board (WDB) and Economic & Workforce Development Department (EWDD), not only assesses the current state of workforce programs for older workers but also identifies labor market opportunities and offers targeted recommendations to enhance support and retention. AdvantAGE LA ensures that older workers are integrated into the city's economic strategies, helping to build a resilient and inclusive workforce that benefits all generations.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 24. Establish an AdvantAGE LA Leadership Taskforce** | | | | | | |
| A. Identify and recruit Taskforce members. | **Lead:** EWDD/WDB | Y1 | | | - | - |
| B. Align efforts and build cross-departmental and cross-agency coordination. | **Lead:** AdvantAGE LA Leadership Taskforce | Y1 | | | - | - |
| **OBJECTIVE 25. Increase the number of employers who employ, retain, and advance Older Workers** | | | | | | |
| A. Develop an outreach and marketing campaign to increase employers' awareness of the aging labor force, help them recognize the value of Older Workers, and create age-inclusive workplaces. | **Lead:** EWDD/WDB<br>**Support:** Regional Collaborative | Y1 | Y2 | Y3 | - | - |
| **OBJECTIVE 26. Launch an Older Worker training program or partner with community agencies that upskill or reskill older workers in high-growth sectors** | | | | | | |
| A. Develop earn-and-learn opportunities in high-need industries and market them to Older Workers. | **Lead:** EWDD/WDB<br>**Support:** Regional Collaborative | Y1 | Y2 | Y3 | - | - |
| B. Provide incumbent worker trainings for Older Workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market. | **Lead:** EWDD/WDB<br>**Support:** Regional Collaborative | Y1 | Y2 | | - | - |
| C. Collaborate with LA Regional Consortium (LARC) and Los Angeles Regional Adult Education Consortium (LARAEC) to prioritize the training, upskilling, and reskilling. | **Lead:** EWDD/WDB<br>**Support:** Regional Collaborative | Y1 | Y2 | | - | - |

*(NOTE: The initiatives above are objectives of that plan, see full plan for more details)*

## Year 1 | Regional Collaborative Outcomes




**(~2025-2029)**

**Horizons 32K Strategic Plan (formerly LAP3)**
*City of Los Angeles, County of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, local Cal State Universities, Los Angeles Chamber of Commerce, Los Angeles Housing Service Agency.*

The Horizons 32K Strategic Plan, formerly known as LAP3, ties directly into the 5-Year Path Forward by providing a focused roadmap to support LA's opportunity youth—16-24 year olds who are not currently employed or in school. This collaborative effort among key city and regional stakeholders, including the City of Los Angeles, LAUSD, LACCD, local Cal State Universities, and the Los Angeles Chamber of Commerce, aims to connect 32,000 youth (22% of this population) to quality education, training, holistic support, and employment pathways by 2027. By aligning its objectives with the larger 5-Year Path Forward, the Horizons 32K plan contributes to the broader workforce development strategy, fostering economic growth and equity for some of LA's most vulnerable populations.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 27. Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027** | | | | | | |
| A. Promote innovation, continuous improvement and collaboration between LA region Education and Workforce systems to support opportunity youth (OY) connection to quality career pathways and employment. | **Lead:** EWDD/LAP3 Partners | Y1 | Y2 | Y3 | Y4 | - |
| B. Increase use of data to track P3 coalition progress and data sharing among P3 coalition partners to drive our common agenda, innovation, and quality of service. | **Lead:** EWDD/LAP3 Partners | Y1 | Y2 | Y3 | Y4 | - |
| C. Increase policy advocacy at local, state, and national levels to influence policy and resources impacting OY in the LA region. | **Lead:** EWDD/LAP3 Partners | Y1 | Y2 | Y3 | Y4 | - |
| D. Increase cross-sector coordination and collaboration between government organizations to meet the holistic comprehensive needs of OY as they enter and persist in education/training programs. | **Lead:** EWDD/LAP3 Partners | Y1 | Y2 | Y3 | Y4 | - |

*(NOTE: The initiatives above are objectives of that plan, see full plan for more details)*

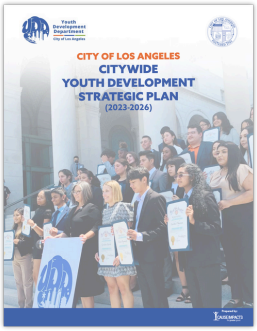
## Year 1 | Regional Collaborative Outcomes

**Los Angeles Workforce Infrastructure Network (LAWIN) Strategic Plan**
*Miguel Contreras Foundation (MCF); LA City's Economic and Workforce Development Department, Workforce Board, LA Mayor's Office*

The Los Angeles Workforce Infrastructure Network (LAWIN) Initiative, developed in collaboration with the Miguel Contreras Foundation, LA City's Economic and Workforce Development Department, the Workforce Board, and the LA Mayor's Office, is a forward-looking initiative designed to prepare the city's Workforce Development System (WDS) to meet the projected employment demand spurred by federal investments from President Biden's 2021 Bipartisan Infrastructure Law (BIL). By incorporating LAWIN into the 5-Year Path Forward, the city ensures that its workforce infrastructure is strategically aligned with long-term economic and employment trends, positioning Los Angeles to effectively capitalize on new opportunities created by infrastructure developments while meeting the needs of its diverse labor force.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 28. Develop workable plan for transformative partnerships in infrastructure** | | | | | | |
| A. Pursue a city policy to set-aside of 1-3% of all city capital infrastructure projects funded by the federal infrastructure bill to be directed for workforce development projects. | **Lead:** LAWIN<br>**Support:** Regional Collaborative | Y1 | Y2 | | | |
| B. Invest at least $2 million in workforce experience dollars (such as California for All, General Fund, LA County or other grant funds) to seed and expand workforce development programming to increase workforce participation for high barrier groups. | **Lead:** LAWIN<br>**Support:** Regional Collaborative | Y1 | Y2 | Y3 | | |
| C. Assemble a city, union, and community partner grant writing team to apply for the large-scale federal Department of Labor, Commerce, and EPA grants to increase the overall resources for the Los Angeles workforce ecosystem. | **Lead:** LAWIN<br>**Support:** Regional Collaborative | Y1 | Y2 | Y3 | Y4 | Y5 |

## Year 1 | Regional Collaborative Outcomes




**(2023-2026)**

### LA Youth Development Department (YDD) Citywide Strategic Plan

*LA Youth Development Department (YDD), Youth Council*

The LA Youth Development Department (YDD) Citywide Strategic Plan, developed in partnership with the Youth Council, serves as a blueprint to fulfill YDD's mission of fostering an equitable and sustainable positive youth development ecosystem. By advancing inclusive, youth-centered, and data-driven services, the plan aligns with the broader 5-Year Path Forward, ensuring that the focus on youth development is integrated into the city's overall workforce and economic strategies. This connection enables the YDD to contribute to long-term goals while addressing immediate needs, ensuring that youth development is an integral part of creating sustainable economic opportunities across Los Angeles.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 29. Youth have the knowledge and means to be economically independent** | | | | | | |
| A. Reconnect opportunity youth to education and employment. | **Lead:** YDD/EWDD/WDB | Y1 | Y2 | - | - | - |
| B. Facilitate the creation of more pathways into careers with family-supporting wages for youth outside of City employment. | **Lead:** YDD/EWDD/WDB | Y1 | Y2 | - | | |
| **OBJECTIVE 30. Youth have access to culturally appropriate mental health services to support their overall wellbeing** | | | | | | |
| A. Expand access to culturally appropriate mental health services for youth. | **Lead:** YDD/EWDD/WDB | Y1 | Y2 | - | | |
| B. Expand and diversify the clinical and non-clinical mental health professional workforce. | **Lead:** YDD/EWDD/WDB | Y1 | Y2 | - | - | - |

*(NOTE: The initiatives above are objectives of that plan, see full plan for more details)*

## Year 1 | Regional Collaborative Outcomes

**YouthSource & WorkSource System Redesigns**
*Economic & Workforce Development Department (EWDD)*
*Support: LA Youth Development Department (YDD), Youth Council*

This effort is intended to strengthen and streamline LA City's AJCCs (America's Job Centers of California), which currently serve more than 18,000 job seekers and 4,000 businesses each year.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 31. Implement the YouthSource Center redesign recommendations:** | | | | | | |
| A. Implement Tiered System to ensure youth receive quality work experience based on their skillsets. | **Lead:** YDD & EWDD | Y1 | Y2 | Y3 | | |
| B. Focus on mental health services for youth. | **Lead:** YDD & EWDD | Y1 | Y2 | Y3 | Y4 | Y5 |
| **OBJECTIVE 32. Increase education and/or employment outcomes for Opportunity Youth** | | | | | | |
| A. Launch the YouthSource Center Navigator program with LAUSD Division & Adult & Career Education (LAUSD DACE) to increase enrollment of YSC participants into vocational training programs and connect them to high-quality, living-wage jobs. | **Lead:** WDB | Y1 | Y2 | Y3 | | |
| **OBJECTIVE 33. Leverage technology to increase accessibility to Source Centers** | | | | | | |
| A. Use WSC redesign data to determine staff needs related to technology. | **Lead:** EWDD | Y1 | Y2 | | | |
| B. Pilot a participant-facing app with two centers then scale up. | **Lead:** EWDD | | | Y3 | Y4 | Y5 |

## 2026 CALENDAR YEAR

# Year 2: Scaling & Integration

| Key Outcomes for each System Connector | 2026 (Q1-Q4) |
|---|---|
| **Oversight Committee** Outcomes:<br>I. Lead an end of year evaluation (repeated annually)<br>II. Evaluate select programs of EWDD's Year 25 Annual Plan<br>III. Prioritize the next Sector Coalitions to Launch | |
| **Policy & Data Committee** Outcomes:<br>I. Ongoing data management & support for Coalitions<br>II. Monitor federal, state and local labor policies<br>III. Communicate trends and policy changes with the WDS | |
| **Sector Coalitions** Outcomes:<br>I. Launch an Events Coalition (LA28 Olympics & Paralympics)<br>II. Launch a 4th Coalition [to be determined]<br>III. [Continue] Government Coalition | |
| **Regional Collaborative** Outcomes:<br>I. Expand registered apprenticeships across Los Angeles<br>II. [Continue] Integrate Key Workforce Plans for Unified Action | |

# Oversight Committee
## Priorities for Year 2

**Y2 Focus**

*Assess the progress and coordination across initiatives, making connections and adjustments where needed.*

**Y2 Outcomes**

*I. Lead an End of Year Evaluation of the 5-Year Path Forward*

*II. Evaluate the Workforce Programs of EWDD's Year 25 Annual Plan*

*III. Prioritize the Next Sector Coalitions to Launch*

## I. Lead an End of Year Evaluation of the 5-Year Path Forward

The Oversight Committee will review the progress from the Regional Collaborative and Government Coalition to determine impact toward the North Star.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 34. Review plan progress and reprioritize plan objectives and initiatives, as needed** | | | | | | |
| A. Evaluate the progress of the Regional Collaborative. | **Lead:** Oversight Committee | | Y2 | | | |
| B. Evaluate the progress of the active Sector Coalitions. | **Lead:** Oversight Committee | | Y2 | | | |
| C. Review and reprioritize Year 2 initiatives of the 5-Year Path Forward. | **Lead:** Oversight Committee<br>**Support:** WDB | | Y2 | | | |
| D. Prepare a report that summarizes the progress from Year 1. This should include both a detailed report and an abridged, plain language summary. | **Lead:** Oversight Committee<br>**Support:** Policy & Data Committee; Mayor's Comms Team | | Y2 | | | |

## II. Evaluate the Workforce Programs of EWDD's Year 25 Annual Plan

Initiate a process and cadence to evaluate EWDD workforce programs listed in the Annual Plan. Determine whether updates need to be made based on progress toward goals.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 35. Assess existing employment programs that connect people to high-quality, living-wage jobs and identify improvement opportunities** | | | | | | |
| A. Determine outcomes of workforce programs, such as Project INVEST, the QUEST grant project, and any programs that directly support Sector Coalitions. | **Lead:** Oversight Committee<br>**Support:** EWDD | | Y2 | Y3 | | |
| B. Advise on metrics and/or data reporting to ensure data aligns with desired outcomes. | **Lead:** Oversight Committee<br>**Support:** Policy & Data Committee | | Y2 | | | |

## III. Prioritize the Next Sector Coalitions to Launch

The WDB Oversight Committee will initiate the next two sector strategies and incorporate any learnings or outcomes from the Coalitions launched the previous year.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 36. Launch sector strategies and form Sector Coalitions** | | | | | | |
| A. Confirm capacity to launch two new sector strategies. | **Lead:** Oversight Committee | | Y2 | | | |

# Policy & Data Committee

## Priorities for Year 2

***Y2 Focus***

*Collect Coalition and economic data to inform workforce priorities and policies.*

***Y2 Outcomes***

*I. Ongoing Data Management and Support for Coalitions*

*II. Monitor Federal, State and Local Labor Policies*

*III. Communicate Trends and Policy Changes with the WDS*

## I. Ongoing Data Management and Support for Coalitions

Empower Sector Coalitions to make data-informed decisions through regular review, analysis and action planning around data.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 37. Advise Sector Coalitions on data management** | | | | | | |
| A. Aggregate quarterly coalition data (e.g. enrollment, placement, job quality indicators) and publish on the Workforce Data Catalog. | **Lead:** Policy & Data Committee<br>**Support:** LA Mayor's Data Team | Y1 | Y2 | Y3 | Y4 | Y5 |
| B. Consult with think tanks and sector-leads to continue refining metrics and establishing mechanisms to track data.<br><br>*Determine (annually) whether there are any gaps to be explored collaboratively. The Oversight Committee will help facilitate outreach to potential advisors/partners.* | **Lead:** Policy & Data Committee<br>**Support:** Oversight Committee | | Y2 | Y3 | Y4 | Y5 |
| C. Increase use of data to track Coalition progress and data sharing among Coalition partners to drive our common agenda, innovation, and quality of service. | **Lead:** Policy & Data Committee<br>**Support:** Oversight Committee | | Y2 | Y3 | Y4 | Y5 |
| **OBJECTIVE 38. Prepare an annual report, summarizing Coalition Data** | | | | | | |
| A. Analyze quarterly Coalition data and summarize impact in an **Annual Report**. | **Lead:** Policy & Data Committee | | Y2 | Y3 | Y4 | Y5 |

## II. Monitor Federal, State and Local Labor Policies

As labor policies change, the Workforce Development Board (WDB) will provide an anchor point for Sector Coalitions to stay informed.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 39. Establish a cadence for regular monitoring of policy changes** | | | | | | |
| A. Designate a lead within the committee to regularly monitor and interpret policy changes. | **Lead:** Policy & Data Committee | | Y2 | Y3 | Y4 | Y5 |
| B. Determine a cadence for monitoring policy changes and integrate into regular meetings and information sharing within the WDB. | **Lead:** Policy & Data Committee | | Y2 | Y3 | Y4 | Y5 |

## III. Communicate Trends and Policy Changes with the WDS

Ongoing policy shifts will have a significant impact on employers, educational institutions, service providers, and workers throughout the 5-Year Path Forward. Additionally, policy shifts within the City, particularly in contracting and procurement, may influence partnerships and collaborations. To ensure alignment and sustain strong relationships, these changes will need to be **communicated clearly and regularly to all stakeholders**. This proactive approach will help maintain a cohesive strategy across the workforce development ecosystem while adapting to evolving policies.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 40. Inform Sector Coalitions of policy changes that could impact strategies** | | | | | | |
| A. Establish communication channel with Sector Coalitions for communicating policy changes. | **Lead:** Policy & Data Committee | | Y2 | Y3 | Y4 | Y5 |
| B. Analyze policy changes to determine impact on sector strategies. | **Lead:** Policy & Data Committee | | Y2 | Y3 | Y4 | Y5 |

# Sector Coalitions
## Priorities for Year 2

***Y2 Focus***

*Continue implementing and scaling up the Sector Coalitions, based on prioritization given by the Oversight Committee.*

***Y2 Outcomes***

*I. Launch an Events Coalition*

*II. [TBD] Launch a Fourth Sector Coalition*

*III. [Continue] Government Coalition*

### I. Launch an Events Coalition
***(Emphasis on LA28 Olympic and Paralympic Games, as well as the World Cup & Super Bowl)***

The 2028 Olympic and Paralympic Games and other major sporting events in Los Angeles present a unique opportunity to leverage local talent and strengthen the city's workforce. The WDB will take proactive steps to ensure a well-prepared and capable workforce is equipped to meet the demands of these large-scale events, positioning Angelenos to benefit from the economic opportunities and long-term impact generated by these global milestones. This strategic focus will contribute to a sustainable workforce that can support both immediate event needs and ongoing citywide growth.

In addition to connecting Angelenos and local businesses with event-related opportunities, it will be crucial to **address the temporary nature of these roles** and develop strategies to support individuals in transitioning to long-term, sustainable employment once these events conclude.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 41. Identify workforce opportunities and potential partnerships** | | | | | | |
| A. **Job Mapping**: Conduct a comprehensive analysis to identify and map the specific jobs that will be created as a result of hosting the Olympic Games. This should include temporary, part-time, and full-time positions across various sectors (including hospitality, logistics, and tourism). | **Lead:** Events Coalition<br>**Support:** WDB | | Y2 | | | |
| B. Identify partners, including construction, infrastructure development, events specialists and other employers with an emphasis on local companies and vendors. | **Lead:** Events Coalition<br>**Support:** WDB | | Y2 | | | |

## Year 2 | Sector Coalition Outcomes

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| C. Develop a program to connect unemployed or displaced workers with the job opportunities identified through the mapping process. Include job matching, training, and support services. | **Lead:** Events Coalition | | Y2 | Y3 | | |
| **OBJECTIVE 42. Identify and create entry level opportunities** | | | | | | |
| A. Establish internship programs targeting students and unemployed individuals. These internships should provide practical experience and insight into the operations and impact of large-scale sports events. | **Lead:** Events Coalition<br>**Support:** WDB | | Y2 | Y3 | | |
| B. Identify registered apprenticeship opportunities in the highest areas of need, such as hospitality. | **Lead:** Events Coalition<br>**Support:** WDB | | Y2 | Y3 | | |
| **OBJECTIVE 43. Develop a Transition Strategy for temporary jobs** | | | | | | |
| A. Establish a plan to transition people from temporary opportunities provided by the games to a permanent job. | **Lead:** Events Coalition<br>**Support:** WDB | | Y2 | Y3 | | |
| B. Document learnings from this process which can be applied to future events. | **Lead:** Events Coalition<br>**Support:** EWDD; Data Analytics Subcommittee | | Y2 | | | |
| **OBJECTIVE 44. Provide small business support and labor enhancement** | | | | | | |
| A. Assisting local small businesses to leverage opportunities presented by the 2028 Olympic and Paralympic Games through procurement support. | **Lead:** Events Coalition<br>**Support:** Mayor's Office | | Y2 | Y3 | | |
| B. Provide resources, training, and networking opportunities to help small businesses grow. | **Lead:** Events Coalition | | Y2 | Y3 | | |
| C. Enhance labor conditions by ensuring fair employment practices, promoting job creation, and facilitating workforce development programs to prepare individuals for employment opportunities generated by the Games. | **Lead:** Events Coalition<br>**Support:** WDB | | Y2 | Y3 | | |

## II. [TBD] Launch a Fourth Sector Coalition

Based on prioritization from the Oversight Committee, launch a fourth Sector Coalition. Follow the template approach on page 30.

## III. [Continue] Government Coalition

Establish the City as an **age-inclusive employer** by supporting older workers and opportunity youth. Build on existing projects (e.g. Horizons 32K Strategic Plan, AdvantAGE LA) to immediately work to connect Angelenos with high-quality, living-wage jobs.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 45. Assess accessibility of entry level opportunities** | | | | | | |
| A. Assess application requirements to identify and reverse restrictive factors. | **Lead:** Government Coalition | | Y2 | | | |
| B. Evaluate Targeted Local Hire (TLH) and Bridge to Jobs programs, to continue building on its success and identify opportunities for improvement. | **Lead:** Government Coalition | | Y2 | | | |
| **OBJECTIVE 46. Expand mentorship across City programs** | | | | | | |
| A. Participate in the LAUSD and LA Chamber's plan to pair 26,000 youth with mentors. | **Lead:** Government Coalition | | Y2 | | | |
| B. Train all supervisors who manage youth interns and employees on key mentorship strategies. | **Lead:** Government Coalition | | Y2 | | | |
| C. Pilot a formal mentorship program for youth who work in a City department. | **Lead:** Government Coalition | | Y2 | | | |
| **OBJECTIVE 47. Create more career pathways for youth into City employment. [Crossover with YDD Citywide Strategic Plan]** | | | | | | |
| A. Expand City career pathways through the Hire LA's Youth redesign process. | **Lead:** Government Coalition | | Y2 | | | |
| B. Develop a continuum of work-based learning opportunities that expose, educate and prepare youth for City careers. | **Lead:** Government Coalition | | Y2 | | | |
| C. Develop a City Fellows Program for new college graduates. | **Lead:** Government Coalition | | Y2 | | | |

## Year 2 | Sector Coalition Outcomes

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 48. Advance the City's efforts to be a more age-inclusive workplace by developing employment, retention, and advancement opportunities for Older Workers. [Crossover with AdvantAGE LA Plan]** | | | | | | |
| A. Create flexible job options that encourage succession planning and employee retention. | **Lead:** Government Coalition | | Y2 | | | |
| B. Create more career pathways for Older Workers into well-paid City employment. | **Lead:** Government Coalition | | Y2 | | | |
| C. Upskill existing City employees and develop career pathways into in-demand positions for those who need additional training to advance. | **Lead:** Government Coalition | | Y2 | | | |
| D. Implement and enforce age-inclusive workplace, managing, and hiring practices. | **Lead:** Government Coalition | | Y2 | | | |
| E. Embed cogenerational opportunities and programs across the City. | **Lead:** Government Coalition | | Y2 | | | |
| **OBJECTIVE 49. Develop department-specific workforce strategies** | | | | | | |
| A. Create a template for an internal workforce plan that can be applied across departments.<br>*(Borrow from any existing department plans)* | **Lead:** Government Coalition | | Y2 | | | |
| B. Recruit ~2-4 departments to participate in a pilot group to establish workforce goals.<br>*(Recruit a mixed group, including departments that have built their own workforce plan and those without one)* | **Lead:** Government Coalition | | Y2 | | | |
| C. For departments with existing plans (e.g. Department of Water and Power), identify ways to standardize certain elements and clearly define coordination with Personnel. | **Lead:** Government Coalition | | Y2 | Y3 | | |
| D. For departments without a plan, identify which areas of the employee lifecycle need the most support and draft a base plan prioritizing initiatives in those area(s). | **Lead:** Government Coalition | | Y2 | Y3 | | |

# Regional Collaborative
## Priorities for Year 2

**Y2 Focus**

*Continue monitoring the implementation of local plans and expand registered apprenticeships.*

**Y2 Outcomes**

*I. Expand Registered Apprenticeships Across Los Angeles*

*II. [Continue] Integrate Key Workforce Plans for Unified Action*

## I. Expand Registered Apprenticeships Across Los Angeles

Los Angeles is building on the momentum of successful apprenticeship models to expand economic opportunity and workforce development, in a growing number of sectors. This initiative aligns with the governor's ambitious goal of creating nearly 500,000 new apprenticeships statewide.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 50. Convene partners to map existing programs and identify opportunities for development** | | | | | | |
| A. Conduct a comprehensive mapping of existing apprenticeship programs across the City of Los Angeles to identify program locations, industries served, capacity, and key partners. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| B. Convene potential partners to discuss their interests along with local opportunities and resources.<br>*(Have the WDB serve as an intermediary for engaging local partners)* | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| C. Coordinate with WDBs in the local region to identify opportunities for alignment. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| D. Identify policy incentives to encourage apprenticeship program expansion. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| E. Develop a coordinated approach to apprenticeship opportunities - focus on enhancing accessibility and effectiveness across the city's diverse communities. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |

## Year 2 | Regional Collaborative Outcomes

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 51. Develop pre-apprenticeship programs to bridge skills gaps for job seekers** | | | | | | |
| A. Learn from other jurisdictions in the design and pilot of a Registered Apprenticeship Project. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| B. Establish a timeline for developing and implementing new programs. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| C. Connect with LAUSD and existing pre-apprenticeship programs in Southern California to help develop programs. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| D. Leverage federal, state, and foundation funding available for apprenticeship programs. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| **OBJECTIVE 52. Develop apprenticeship programs in high growth areas that lead to jobs with living wages** | | | | | | |
| A. Work with the Policy & Data Committee to ensure the identified sectors are applicable to the current and future workforce needs. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| B. Expand manufacturing programs in machining and product quality assurance to align with local employers' hiring needs. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| C. Develop information technology programs in software development, IT support, and UX design to align with local employers' hiring needs. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| D. Identify strategies for engaging participants in apprenticeship programs who have barriers to participation. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| **OBJECTIVE 53. Expand data-driven work to develop and test effective Registered Apprenticeship practices** | | | | | | |
| A. As apprenticeships expand in Los Angeles, evaluate new programs developed. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| B. Learn more about the needs and skills of WorkSource clients to allow programs to better target the needs of job seekers. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| C. Increase opportunities to document and share lessons learned to support continued growth of apprenticeship programs. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| D. Market apprenticeship programs to diverse job seekers. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| **OBJECTIVE 54. Facilitate communication and outreach among apprenticeship programs and partners** | | | | | | |
| A. Develop a communication and marketing strategy around apprenticeship in the region. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| B. Develop a central location for employers, partners, and potential apprentices to access information and resources on apprenticeship to facilitate information sharing. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| C. Create online resources for employers. Engage partners to help develop content. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| D. Provide online resources for job seekers. Engage partners to help develop content. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| E. Generate further guidance to help providers register their programs with the California Division of Apprenticeship Standards (DAS) registry. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| F. Establish a partnerships with local labor unions to deepen the alignment between the WDS. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |
| G. Market apprenticeship to diverse job seekers. | **Lead:** EWDD, WDB, Mayor's Office | | Y2 | | | |

## II. [Continue] Integrate Key Workforce Plans for Unified Action

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| Continue quarterly check-ins to ensure the existing and emerging plans are moving forward and aligned with other efforts across the system. | **Lead:** Regional Collaborative | | Y2 | Y3 | Y4 | Y5 |

## 2027-2030 CALENDAR YEARS

# Years 3-5 Innovation & Sustainability

### Key Outcomes for each System Cornerstone

**Oversight Committee** Outcomes:

I. Lead a Year 2 Evaluation of the 5-Year Path Forward

II. Host a Midpoint Showcase

**Policy & Data Committee** Outcomes:

I. Launch a Worker Voice Survey

*[Ongoing] Data management & support for Coalitions; Monitoring state & local labor policies; Communicating trends & policy changes with the WDS*

**Sector Coalitions** Outcomes:

I. Launch Remaining Sector Coalitions

II. [Continue] Existing Sector Coalitions

**Regional Collaborative** Outcomes:

[Ongoing] Integrating Key Workforce Plans for Unified Action

# Oversight Committee
## Priorities for Years 3+

***Y3+ Focus***

*Evaluation and making recommendations based on the progress of the 5-Year Path Forward to date.*

***Y3+ Outcomes***

*I. Lead a Year 2 Evaluation of the 5-Year Path Forward*

*II. Host a Midpoint Showcase*

## I. Lead a Year 2 Evaluation of the 5-Year Path Forward

The Oversight Committee will evaluate the progress of the Regional Collaborative and Sector Coalitions to assess their impact in advancing toward the North Star — connecting Angelenos to high-quality, living-wage jobs.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 55. Review plan progress and reprioritize plan objectives and initiatives, as needed** | | | | | | |
| A. Evaluate the progress of the Regional Collaborative. | **Lead:** Oversight Committee | | | Y3 | Y4 | Y5 |
| B. Evaluate the progress of the active Sector Coalitions. | **Lead:** Oversight Committee | | | Y3 | Y4 | Y5 |
| C. Review and reprioritize initiatives of the 5-Year Path Forward. | **Lead:** Oversight Committee<br>**Support:** WDB | | | Y3 | Y4 | Y5 |
| D. Prepare a report that summarizes the progress from Years 1-2. This should include both a detailed report and an abridged, plain language summary. | **Lead:** Oversight Committee<br>**Support:** Policy & Data Committee; Mayor's Office | | | Y3 | Y4 | Y5 |

## II. Host a Midpoint Showcase

Host a dynamic Showcase, bringing together all WDS partners to celebrate progress and provide updates on the implementation of the 5-Year Path Forward and sector strategy initiatives.

The event will highlight key successes, lessons learned, and innovations driving the collective mission forward. It will also serve as a platform for the broader workforce development ecosystem to contribute to shaping priorities for the next two years, fostering collaboration and ensuring that efforts remain aligned with the evolving needs of Angelenos and the city's economic future.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 56. Promote the Showcase across the WDS** | | | | | | |
| A. Broadly promote the Showcase as a chance to learn about the latest in the WDS and network with other partners. | **Lead:** Oversight Committee<br>**Support:** Mayor's Office | | | Y3 | Y4 | Y5 |
| **OBJECTIVE 57. Design the Showcase schedule** | | | | | | |
| A. Design the Showcase format, considering opportunities to share project updates as well as provide training/workshops to attendees from throughout the WDS. | **Lead:** Oversight Committee<br>**Support:** Mayor's Office | | | Y3 | Y4 | Y5 |
| B. Book a venue and line up presenters and trainers to fill the agenda. | **Lead:** Mayor's Office<br>**Support:** Oversight Committee | | | Y3 | Y4 | Y5 |
| C. Host sessions where Sector Coalitions share insights and hear about best practices from the WDS. | **Lead:** Oversight Committee<br>**Support:** Mayor's Office | | | Y3 | Y4 | Y5 |
| D. Create awards to recognize leading contributions to sector strategies (e.g. innovative programs, partnerships, or leaders). | **Lead:** Oversight Committee<br>**Support:** Mayor's Office | | | Y3 | Y4 | Y5 |

# Policy & Data Committee
## Priorities for Years 3+

***Y3+ Focus***

*Establish regular engagement to incorporate the needs and experiences of workers and job seekers.*

***Y3+ Outcomes***

*I. Launch a Worker Voice Survey*

## I. Launch a Worker Voice Survey

To meaningfully incorporate the needs and experiences of workers, launch and analyze a survey to identify service gaps and improvements. Conduct annually or every other year, and ensure representation from target populations.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 58. Launch a Worker Voice Survey** | | | | | | |
| A. Design a survey to better understand what kinds of jobs, careers, work environments Angelenos are interested in. | **Lead:** Policy & Data Committee<br>**Support:** Oversight Committee | | | Y3 | Y4 | Y5 |
| B. Launch and promote the survey to identify job market trends from the worker perspective (e.g. changing preferences around industries and ways of working). | **Lead:** Policy & Data Committee<br>**Support:** Oversight Committee | | | Y3 | Y4 | Y5 |
| C. Evaluate the data to identify needs and preferences. Use findings to help prioritize sectors or identify Sector Coalition initiatives. | **Lead:** Policy & Data Committee<br>**Support:** Oversight Committee | | | Y3 | Y4 | Y5 |

# Sector Coalitions
## Priorities for Years 3+

***Y3+ Focus***

*Continue implementing and scaling up the Sector Coalitions, based on prioritization given by the Oversight Committee.*

***Y3+ Outcomes***

*I. Launch Remaining Sector Coalitions*

*II. [Continue] Existing Sector Coalitions*

## I. Launch Remaining Sector Coalitions

The next round of sectors will be prioritized to complete the full sector strategy process (as outlined under the Healthcare Coalition, pg 54), ensuring that each strategy is informed by the latest insights and an assessment of capacity. This deliberate, data-driven approach will allow for the development of sector strategies that are both impactful and sustainable, aligning with the city's broader economic objectives.

By building on lessons learned and continuously evaluating capacity, the initiative will ensure that workforce development remains responsive to the needs of emerging industries, while creating pathways to high-quality, living-wage jobs for Angelenos.

| INITIATIVES | ROLE(S) | YEAR(S) 1-5 | | | | |
|---|---|---|---|---|---|---|
| **OBJECTIVE 59. Launch Remaining Sector Coalitions** | | | | | | |
| A. Sector Coalition #5. | **Lead:** [Sector] Coalition | | | Y3 | Y4 | Y5 |
| B. Sector Coalition #6. | **Lead:** [Sector] Coalition | | | Y3 | Y4 | Y5 |
| C. Sector Coalition #7. | **Lead:** [Sector] Coalition | | | Y3 | Y4 | Y5 |
| D. Sector Coalition #8. | **Lead:** [Sector] Coalition | | | Y3 | Y4 | Y5 |

# » III. Annual Evaluation

Regular evaluation and strategic alignment across all intersecting plans are embedded into the initiatives and objectives. Recognizing that social and economic conditions evolve rapidly, each System Cornerstone and key implementer will play a pivotal role in continuously revisiting and assessing prioritized initiatives—evaluating what works, identifying challenges, and adapting strategies when needed.

The Core Values, developed through broad consensus during the engagement phase, set a strong foundation for these evaluations. Annual assessments will measure progress toward creating quality jobs, increasing accessibility, and maintaining adaptability in a changing environment, ensuring a future-focused workforce system that meets the needs of all Angelenos.

1. *Connect Angelenos with **quality jobs** & **opportunities to continue developing** their skills and qualifications.*
2. *Ensure pathways to quality jobs are **accessible to all Angelenos**.*
3. ***Adapt to changes** in workforce needs, considering demand from both the worker and employer perspectives.*

***Figure 5.*** *Visual of a 'future-focused system' - a more vibrant and connected system as a result of the four System Cornerstones.*

## Building Metrics into Sector Coalitions

Sector Coalitions are the main vehicle driving toward the North Star. Each Coalition will develop a sector strategy, including the following elements to ensure evaluation metrics are embedded:

- Definition of a '**high-quality, living-wage job**,' building on existing efforts to promote living wage opportunities within specific sectors
- Multiple '**placement**' and '**enrollment**' metrics
- **Equity metrics**, that either prioritize populations in a specific geography or populations facing the greatest barriers to each sector
- Retention metrics that can provide a view into placement '**success**'

## Defining High-Quality, Living-Wage Jobs

*High-quality, living-wage jobs are positions that meet workers' basic needs for economic security and safety, but also are rewarding, engaging, equitable, and meaningful. (See Appendix E)*

High Quality Jobs go beyond living wage, to include more measures of personal fulfillment and safety. This definition is more subjective, as it is based on what each individual needs. To begin implementing - and testing - indicators of high quality jobs, the 5-Year Path Forward prioritizes the following:

- Partnerships with employers who are committed to equitable hiring practices, and:
  - Offer living wage jobs (≥$55,000 annual income) at multiple experience levels[1]
  - Have defined promotional pathways and/or further training opportunities
    - E.g. Offer or partner with a registered apprenticeship program
    - E.g. A clearly defined promotional ladder
  - Are part of high growth industries in Los Angeles
- Partnerships with service providers who can offer population-specific pathways to employment. This may include:
  - E.g. multi-step, transitional employment programs like LA:RISE
  - E.g. supported employment models, continuing case management after job placement to support retention
- Annual surveys to evaluate worker experience, and aggregate satisfaction on subjective high quality indicators.

## Placement and Enrollment

The Workforce Development System (WDS) serves Angelenos at every stage of life, providing pathways that span career exploration, entry-level positions, mid- and high-level roles, and even entrepreneurship. To maximize impact, the WDS will track and measure placements across these different levels of employment, ensuring that every individual's journey is supported and aligned with their aspirations.

Recognizing that some individuals, such as re-entry populations and those experiencing homelessness, may require a more gradual transition into work, the WDS will track progress through ongoing case management and tailored career guidance. Sector Coalitions will carefully monitor enrollment numbers across training and education programs, as well as work experience pathways that lead toward jobs meeting the full criteria of high-quality employment.

These combined metrics will provide a comprehensive benchmark for workforce development within each sector, clearly illustrating the system's investment in helping people advance toward meaningful, high-quality careers. Through this data-driven approach, the WDS will tell a powerful story of transformation and opportunity for all Angelenos.

## Equity Measures

Each sector strategy will include 2-3 specific equity measures that align with regional priorities. These measures will serve to increase representation within different industries and elevate the LA neighborhoods in which they are based.

- **Industry-specific measures,** e.g. increase the aspirational goal of women and non-binary in construction from 6% to 15% in Targeted Local Hire.
- **Place-based measures**, e.g. reduce the percentage of households living below poverty, by 10%, in Council District #.

## Placement Success

As part of the annual assessments, each sector strategy will include a thorough report on the retention of workers hired through various entry points within the WDS. This retention data will be crucial in measuring the success and sustainability of placements, ensuring that individuals not only secure employment but are supported in staying and growing within their roles.

To further enhance successful placements, the 5-Year Path Forward integrates initiatives designed to document and disseminate best practices for supporting diverse populations. These insights will be shared across both service providers and employers, fostering an ecosystem that prioritizes the long-term success and well-being of all workers.

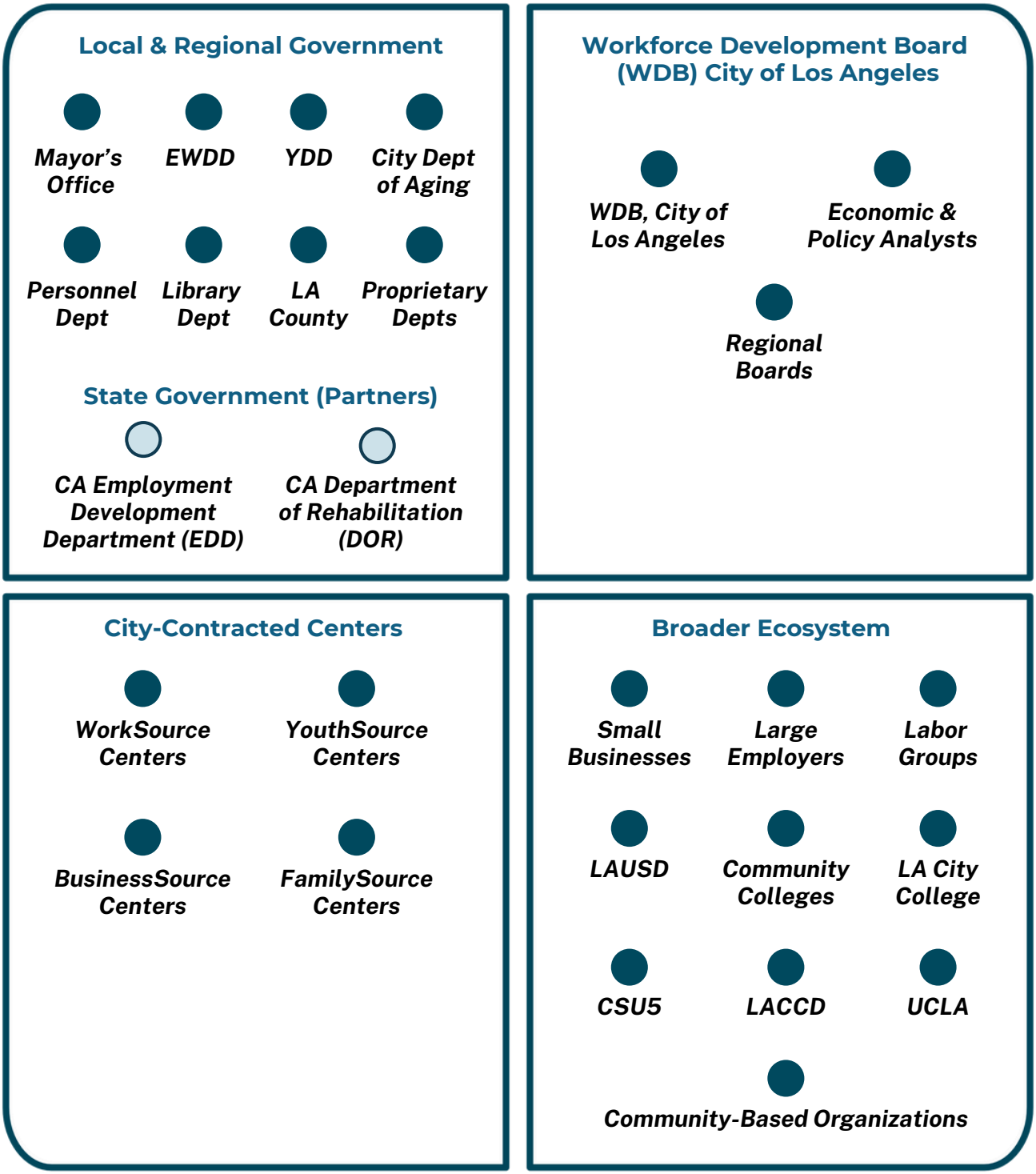
The table on the following page outlines potential metrics for determining success, informed by research on how similar workforce development plans measure their impact. These metrics include:

- **Output**: amount of jobs, placements, enrollments produced as a result of the system
- **Impact**: how services and programs provided by the system affected quality of life
- **Outcome**: the end result or consequence of participation in services and programs

| Categories | Output Metrics | Impact Metrics | Outcome Metrics |
|---|---|---|---|
| **Placements & pathways** | • # of participants *entering* placement/job readiness programs<br>• # of participants *completing* programs | • Level (or increase) of participant job readiness<br>• Improvement in career trajectory | • # or % of participants getting quality job over time<br>• Average time taken for participants to get a quality job after completing the program<br>• Income before program vs. after |
| **Enrollment in skill-development pipelines** | • # of participants in skill development programs<br>• # of participants completing skill development programs | • Increase in participant skills, increase in promotions<br>• Higher testing/ certification rates | • Increase in participant skills<br>• Higher job satisfaction after program<br>• Higher job quality after program |
| **Equity measures** | • # of programs supporting high barrier populations<br>• Increased rates of participation by high barrier populations | • Increased access to resources/support services for high barrier populations | • Employment rates for high barrier populations after program<br>• Overall increase in skills and wealth and career building opportunities for high barrier populations |
| **Accountability, transparency and information sharing** | • Frequency of audits/ reviews for programs<br>• Frequency of reporting<br>• # or frequency of reports shared with partners/employers<br>• Frequency of meetings, reports, updates | • Improved outcomes after reviews/audit<br>• Better decision-making based on more thoughtfully analyzed and curated information | • Improved transparency<br>• Improved trust by partners/businesses & participants<br>• Improved satisfaction by partners/ businesses & participants |
| **[Participant] Improved outcomes toward self-sufficiency** | • # of participants become more self-sufficient (via some indicators)<br>• # of participants who come back for after program/placement support | • # or % of participants getting long term employment<br>• # or % of participants retained over time<br>• # or % of no longer needing public assistance programs | • Increase in participants financial independence<br>• Increase of quality of life measures (e.g. housing stability) |
| **[Participant] Satisfaction** | • # of participants completing surveys<br>• # of participants recommending programs to others | • # of revisits | • Improvement in participant satisfaction scores |

# » IV. Appendices

## Appendix A. Detailed System Map



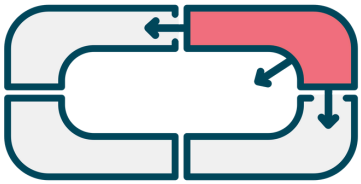
# Appendix B. High Barrier Populations

The 5-Year Path Forward focuses on supporting high-barrier populations—those who face significant challenges in finding and maintaining stable employment due to factors like homelessness, involvement with the justice system, or lack of education and job experience. These populations include:

## HIGH BARRIER POPULATIONS

- **People with disabilities:** People who have physical, mental, or developmental conditions that can limit their ability to perform some activities and who may need additional support or accommodations.
- **Opportunity youth:** Young people between the ages of 16-24 who are not in school or working and who may face barriers to accessing educational or employment opportunities (also referred to as 'opportunity youth').
- **Unhoused individuals:** People without stable or permanent housing who may stay in shelters, temporary accommodations, or places not originally created for habitation.
- **Older workers:** People 55 years old or older who are working or are looking for work.
- **Formerly-incarcerated individuals:** People who have been released from prison and are re-entering society.
- **Veterans:** Those who served in the military and have returned to civilian life.
- **Low-income individuals:** Those with limited financial resources who may struggle to afford basic necessities such as food, housing, or private transportation.
- **Long-term unemployed:** Individuals who have been out of work for six months or longer.
- **People with limited English-proficiency:** Those who do not speak English fluently and/or may be learning, and may need language accommodations.
- **LGBTQ+ individuals:** People who identify as lesbian, gay, bisexual, transgender, queer, or another sexual or gender minority, who may face unique challenges or discrimination in the workplace and society.

# Appendix C. Existing WDB Governance



To continue building a connected system, the 5-Year Path Forward will leverage the Workforce Development Board's current position as a cross-system convener.

The City's Memorandum of Understanding (MOU) between the Workforce Development Board (WDB) and Workforce Development System strategic partners is a requirement of the Workforce Innovation and Opportunity Act (WIOA). The MOU states that the WDB is responsible for policy guidance of the workforce development system administered through the EWDD.

The goals of the WDB include:

- The creation of a sustainable balance between the employment needs of job seekersand the needs of employers for skilled workers;
- Supporting economic expansion;
- Developing the talent of the workforce; and
- Ensuring a self-sufficient, diverse workforce in the City.

The 5-Year Path Forward **enhances the role of the WDB** by leveraging the existing Oversight Committee to ensure its implementation.

## Existing Governance

**The WDB Oversight Committee** recommends priorities for target populations and priority uses for program service funds; oversees the distribution of such funds; and monitors the utilization of program funds. The Committee also oversees the development of the Five-Year Plan submitted to the State of California and the local Annual Plan (a budget, policy and operational document) which is approved by the Los Angeles City Council and Mayor.

City of Los Angeles, Workforce Development Board

# Appendix D. Career Pathway Framework

High level Career Pathways to map job opportunities within a sector as well as the workforce and education programs that support those opportunities.

Identify current occupations across each level of employment.

| Level of Employment | Classification of Available Occupations |
|---|---|
| Entrepreneurship | *For each level, note:*<br>• *Number and Types of opportunities available;*<br>• *Skills (preferred & required);*<br>• *Certifications and Degrees (preferred & required)* |
| High Level | |
| Mid Level | |
| Entry Level | |
| Career Exploration | |

Identify education and work experience tracks (e.g. registered apprenticeships) that currently connect workers to roles in a given sector. Document the program duration and enrollment capacity (e.g. class/cohort size), this will help to shape a full view of how many people are in the 'pipeline' to jobs and capacity to meet demand.

| Level of Employment | Job Training & Work Experience* | Education Programs* *(Certifications & Degrees)* |
|---|---|---|
| Entrepreneurship | • *Program, Organization (enrollment capacity)* | • *Program, Organization (enrollment capacity)* |
| High Level | | |
| Mid Level | | |
| Entry Level | | |
| Career Exploration | | |

**These can also include online/remote that are available.*

# Appendix E. Best Practices

This section presents a set of guidelines informed by research, case studies, and proven methodologies within workforce development systems. The inclusion of these best practices ensures that the 5-Year Path Forward is anchored in data-driven, evidence-based solutions that drive positive outcomes for both workers and employers across Los Angeles.

## JOB QUALITY

High quality jobs are positions that meet workers' basic needs for economic security and safety, but also are rewarding, engaging, equitable, and meaningful.

A high quality job offers **economic stability**, giving workers confidence that they can work in safe working conditions and meet their basic needs for themselves and their families, This includes:

- Stable, transparent, and equitable pay - a predictable living wage, greater than or equal to $55,000, that can sustain workers and their families.[1]
- Benefits - health, dental, and vision insurance; retirement plan; and paid leave
- Fair and reliable scheduling - adequate hours, and predictable schedules. processes for workers to give input on their schedules, overtime pay.
- Job security - policies and equitable application of policies that protect workers from discriminatory/arbitrary discipline or dismissal.
- Safe, healthy, and accessible workplaces - where laws regarding workplace health and safety, anti-harassment, anti-discrimination, and accommodations for workers with disabilities are followed.

A high quality job has **economic mobility,** offering workers clear, equitable pathways into jobs, ways to advance in their careers via learning/training opportunities, recognition for their accomplishments, and opportunities to save/build wealth. This includes:

- Clear and equitable hiring/advancement practices - where all individuals can be hired or get promoted based on their skills and competencies regardless of their background.
- Transparent career pathways - well-defined, clear, and regularly communicated pathways that demonstrate the experience, skills, and competencies needed to advance.
- Career-coaching and training - tailored coaching, mentorship, and professional development opportunities to help workers develop skills needed to advance.

A high quality workplace ensures **equity**, **respect**, and **employee voice** - respecting workers' contributions to the organization regardless of their race, gender, ethnicity, education, or other demographic characteristics; understanding, valuing, and acting on their concerns and ideas for the company. This includes:

- Belonging and psychological safety - a supportive work environment that fosters value, a sense of belonging, and respect for all workers.

- Employee empowerment, representation, and participation - where all workers can give input on their roles, how work is performed, or the direction of their company without fear of retaliation.
- Meaningful commitment to Diversity, Equity & Inclusion - where equitable treatment of workers and addressing of systemic barriers is prioritized and enforced.
- Transparent and accountable human resources - where workers' rights, roles, and responsibilities are clearly communicated and where workers have access to responsive and transparent support on issues like benefits, pay, and conflict resolution.

Quality jobs are the building blocks of a strong community, thriving families, and an equitable economy that lifts people up. By ensuring high quality job measures are in place, companies can gain a competitive advantage as an employer of choice – and workers can have the stability, security, and dignity of a job that takes their holistic needs into account.

## REGISTERED APPRENTICESHIPS

Registered Apprenticeship is a high-quality, industry-driven career pathway where employers develop and prepare future employees, while individuals get paid work experience, instruction, and credentials. Approved or validated by the US Department of Labor or a State Apprenticeship Agency, Registered Apprenticeship programs give employers the tools they need to recruit, train, and retain qualified workers; and workers receive skills-based education that prepares them for a future career, along with a steady paycheck. (Department of Labor)

Key Elements of Registered Apprenticeship Programs include the following:

- Industry-led: Programs are industry-vetted and approved to ensure they're aligned with industry standards and that apprentices are being trained for high-demand, highly skilled occupations.
- Paid-job: Apprentices earn a progressive wage as their skills and productivity improve.
- Structured-on-the-job Learning/Mentorship: On the job training, including instruction from an experienced mentor helps prepare apprentices for a successful career.
- Supplemental education: Apprentices are given additional classroom education based on the employer's unique training needs.
- Diversity: Programs are designed to reflect the communities they're in through robust non-discrimination, anti-harassment, and recruitment practices to ensure equity and inclusion.
- Quality & Safety: Apprentices are given worker protections, proper training, and supervision when receiving rigorous training.
- Credentials: Apprentices receive a portable, universally recognized credential within their industry.

# IMPACT OF AI

Artificial intelligence, or AI, is and will dramatically shift the workplace. Jobs will change, some rapidly, and others more slowly, requiring workers, learners, the education, and workforce system to adapt.

An estimated 12 million job transitions will be needed by 2030 and 9.4 million people are employed in the five occupations facing heaviest exposure to AI automation. While AI is expected to empower professionals in STEM, creative, and business fields, it will also reduce demand for roles in office support, customer service, and other computer related roles. However, as AI is more able to handle tasks like information processing and data analysis, AI (especially generative AI) will also boost how we communicate, build relationships, and enhance the uniquely human skills needed in the workplace.

Across different key U.S. jobs and industries, AI may:

- **Elevate:** Help build interpersonal relationships and skills, assist negotiation between parties, and help guide/motivate teams.
- **Augment**: Assist with complex cognitive/analytical tasks like systems analysis, work planning and organization, and critical thinking.
- **Complement**: Assist with tasks involving equipment maintenance, vehicle and machine operations, hazard material handling, and troubleshooting.
- **Displace**: Impact routine cognitive tasks like information gathering and processing, basic problem-solving, data analysis, and rule based decision making.
- **Replace**: Do routine physical, labor intensive tasks like handling/moving heavy objects, transportation, routine assembly, and inventory management.

Employers, workforce leaders, training providers, and policy makers can do these actions to help reshape jobs and industries:

- **Future-Proof**: As AI takes on tasks that will be Displaced or Replaced, leaders must help their workforce adapt through AI training or redefining responsibilities.
- **Capitalize:** Where AI can Elevate and Augment skills, effectively integrating AI into operations and systems will dramatically raise the level of human interaction and collaboration. Leaders should support workers to further develop those skills and find AI-use cases that build on their potential.
- **Automate:** Tasks that can be Complemented, Displaced, or Replace by AI that are only somewhat or not important to jobs and can be easily substituted by machines should be high priorities to test AI or other automated solutions.
- **Reimagine:** Roles less dependent on AI today can be redesigned to capitalize on future AI opportunities to Elevate and Augment tasks.

Since industries will be affected differently, each industry will need to create specific AI-related strategies that fit their unique needs and situations, such as:

**INDUSTRY EXAMPLE**

## Business and Sales

- Data-Enabled Relationship Management: The problem-solving and analytical power of AI combined with a human customer relations touch will deepen the demand for workers who can use both skills to generate rich insights and deepen relationships.
- Because AI will be able to automate administrative tasks (i.e. data entry, inventory management), enable workers to conduct sales trend analysis, and provide more personalized customer service, AI transformation strategies could include:
  - Capitalizing on interpersonal and analytical skills to help workers find solutions to complex customer issues, create new customer insights, and build stronger customer relationships
  - Future-proofing roles based on administrative or analytical tasks, like coding or software testing by making sure workers are trained on AI tools and develop other skills to fully utilize these technologies.

**INDUSTRY EXAMPLE**

## Healthcare

- Recentering Human Care: AI will dramatically affect all roles in the space, automating physical and routine tasks and amplifying existing ones. Interpersonal skills will become important to enhance employee productivity and improve patient outcomes and experience.
- Because AI can free and enable workers to focus on proactive and preventative care for their patients, AI transformation strategies could include:
  - Capitalizing on interpersonal skills like communication, conflict resolution, and emotional intelligence to improve patient support and outcomes while enhancing analytical skills like ethical decision making and critical thinking so workers can leverage AI to improve patient care.
  - Future-Proof jobs by teaching workers AI-literacy to make sure AI-driven insights could be used in a health care setting. For example, nurses will need the ability to use their domain knowledge to evaluate AI-created recommendations for patients.

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# Appendix G. Strategic Planning Process

Mayor Karen Bass' Office of Economic Opportunity, in partnership with the Economic and Workforce Development Department (EWDD), and the City of Los Angeles Workforce Development Board, solicited contractor support in developing a Five-Year Workforce Strategy. The purpose of this plan is to align resources and disparate strategies across the local (and regional) workforce system.

EWDD hired CivicMakers to support a Project Team in co-developing an actionable and achievable strategic plan. To begin defining the contents of the plan, CivicMakers analyzed historical plans and data (literature review), facilitated meetings with an Ad Hoc Committee, and conducted individual interviews with system experts.

## MEMBERS OF THE AD HOC COMMITTEE

- **Alysia Bell**, President, UNITE-LA
- **Steven Phan Cheung**, CEO, Los Angeles Economic Development Corporation
- **David Crippens**, Owner DLC & Associates
- **Dr. Alex Davis**, Assistant Vice Chancellor of Economic & Workforce Development, and Exec. Director LA/OC Regional Consortium
- **Michael Dolphin**, Fmr. Executive Member, City of Los Angeles Workforce Investment Board
- **Magdalena Duran**, Program Director, Southern CAL Workforce Partnerships
- **Larry Frank**, Special Project Manager, UCLA Labor Center
- **Cynthia Heard**, Chief Operating Officer, Los Angeles Urban League
- **Gregg Irish**, Executive Director, Los Angeles City Workforce Development Board
- **Robin Kramer**, Managing Director, Smidt Foundation
- **Armando Loza**, Program Impact Manager, Miguel Contreras Foundation
- **Ruth Lopez Novodor**, Chief Executive Officer, On Cue Consulting
- **Jaime Pacheco-Orozco**, General Manager, Department of Aging
- **Linda Nguyen Perez,** Executive Director, Center for Worker Training & Leadership
- **Shaun Randolph**, California Community Foundation
- **Stephen Simon**, General Manager, Department on Disability
- **Veronica Soto**, Senior Advisor, HIRE LAX
- **Quentin Strode**, President/CEO, Vermont Slauson Economic Development Corporation
- **Christopher Swarat**, Dean California State University, Long Beach and Lead President of the CSU5 Collaboration
- **Charlie Woo**, President/CEO Mega Toys
- **Steve Zimmer**, Deputy Superintendent of Public Instruction, CA Dept of Education

## Discover & Assess (Sep - Dec 2023)

**Literature Review**
Surveyed over 50 documents to set context and integrate former, existing and emerging efforts into the Five-Year Strategy.

**Stakeholder Engagement**
- **Purpose**: Understand the context, history and priorities of key players across the Workforce Development System.
- **Intended Outcomes:** Validate approach and generate consensus around vision and strategic priorities through public engagements and deeper dives into specifics through one-on-one interviews.

**Public Meetings**
- Sep 21 | Ad Hoc Committee - Introduced Process & Approach
- Oct 26 | Ad Hoc Committee - Conducted Force Field Analysis
- Dec 14 | Ad Hoc Committee - Validated Vision Statements & Priorities

**Interviews (One-on-One and Group)**
- Nov 17 | David Crippens - Owner, DCL & Associates
- Nov 20 | Larry Frank - Special Project Manager, UCLA Labor Center
- Nov 22 | Robin Kramer - Managing Director, Smidt Foundation
- Nov 30 | Alysia Bell - President, UNITE-LA
- Nov 30 | EWDD Consultant Strategic Plan Coordination - Ari Malka & Cristina Rubino, California State University Northridge (CSUN); Jessica Daugherty & Josh Shapiro, CAUSEImpacts
- Dec 6 | Deputy Mayor Brenda Shockley, Mayor's Office of Economic Opportunity
- Dec 8 | Chris Swarat - Dean, College of Professional and Continuing Education at California State University, Long Beach
- Dec 11 | Armando Loza, Miguel Contreras Foundation & Kristal Romero, Los Angeles County Federation of Labor, AFL-CIO
- Dec 15 | Michael Dolphin - Fmr. Executive Member, City of Los Angeles Workforce Investment Board
- Dec 20 | Veronica Soto - Senior Advisor, HIRE LAX

**Outputs & Key Insights**
- Consensus around disconnections in the system and the desire for actionable next steps
- Identified challenges and opportunities
- Added relevant components of literature review to research design

## Validate Priorities (Jan - Feb 2024)

**Stakeholder Engagement**

- **Purpose**: expand input beyond Ad Hoc Committee system leaders, with a focus on identifying stakeholders who could inform population-specific initiatives such as homeless service providers, youth, older adults, disability advocates and organizations working with justice-impacted individuals.
- **Intended Outcomes:**
  - Validate strategic priorities and identify any gaps
  - Visualize relationship between education & workforce development
  - Identify challenges and opportunities in public sector hiring
  - Conduct snowball sampling to identify additional stakeholders

**Interviews**

- Jan 10 | Aaron Saenz, Los Angeles Unified Adult Education
- Jan 12 | Gregg Irish, Executive Director, Los Angeles City Workforce Development Board

**Focus Group**

- Jan 24 | In-person Roundtables hosted at Irvine Foundation LA Offices
- Jan 25 | Map A Continuous Journey Across Workforce & Education (hosted at UNITE-LA)
- Jan 26 | Public Sector Careers hosted at Goodwill
- Jan 26 | Onsite interview at Chrysalis
- Feb 14 | Virtual Roundtable

**Organizations Represented**

- Chrysalis
- City Youth Development
- Coalition for Responsible Community Development (CRCD)
- Dakar Foundation
- Equis Workforce Solutions
- Harbor Community Foundation
- Homeboy Industries
- Hospitality Training Academy
- Irvine Foundation
- Jobs for the Future (JFF)
- Los Angeles Division of Adult and Career Education
- Los Angeles Unified School District
- Para Los Ninos
- United Auto Workers - Labor Employment And Training Corporation (UAW-LETC)
- REDF
- Women In Non-Traditional Employment Roles (WINTER)

**Outputs & Key Insights**

- Translated goals into vision statements (now 'Core Values')
- Obtained contact information for organizations and individuals not regularly engaged
- Revised focus on 'city vacancies' to 'public sector careers'

## Identify Initiatives (Mar - May 2024)

**Stakeholder Engagement**

- **Purpose**: Engage stakeholders representing untapped organizations and individuals within the WDS.
- **Intended Outcomes:** Identify specific areas within the system that those who are not regularly engaged define as what's working, what's not working, and what could be improved.

**Interviews**

- Mar 20 | Elizabeth Cheung - Program Officer, Opportunity Youth, Hilton Foundation
- Apr 1 | Ilia Lopez - Associate Director, Inclusion & Community Partnerships, UNITE-LA
- Apr 2 | Monica Mariz - Los Angeles LGBT Center
- Apr 8 | Jenny Ibarra - Outreach Coordinator, WINTER (Women In Non-traditional Employment Roles)
- Apr 8 | Nancy Vanyek Hoffman - President, San Fernando Valley Chamber of Commerce
- Apr 8 | Carolyn Hull and Fred Jackson, EWDD Executive Team
- Apr 11 | Christian Quijano, Associate Director of Program Innovation & Impact; Erin Casey, Director of Programs, My Friend's Place
- Apr 17 | Dana Christensen, Senior Program Associate, Anthony & Jeanne Pritzker Family Foundation
- Apr 17 | Stephen Cheung, President & CEO; Shannon Sedgwick, Director of Economic Research, Los Angeles Economic Development Corporation
- Apr 22 | Claire Dennison, Chief External Affairs Officer, Propel America
- Apr 24 | Rosario Salas, Supervisor, Crystal Stairs
- Apr 29 | Carrie Lemmon, Senior Vice President, Systems Change Strategy, UNITE-LA
- Apr 29 | Casey O'Neil, Policy & Workforce Development Manager, Biocom CA
- May 5 | LAP3 32k Horizons Team: Amber Chatman, Robert Sainz, Lauri Collier
- May 6 | Narineh Makijan, Ed.D. Assistant Vice President & Chair, Los Angeles Regional Consortium
- May 8 | David London, Managing Partner, ACG Training Management & Consulting
- May 8 | Lindsey Heisser, Manager, Global Philanthropy, Snap Inc.
- May 8 | Rebecca Leinhard, Executive Director, Tierra Del Sol
- May 10 | Josh Copus, Senior Director Workforce & Regional Economies, JFF
- May 15 | Teri Hollingsworth, Vice President, Human Resources and Education Services, Hospital Association of Southern California
- May 17 | Bre Onna Mathis, Director, Consulting; Annie Chang, President, Nonprofit Finance Fund
- May 21 | Michael Olenick, President and CEO, Child Care Resource Center

**Focus Groups**

- Mar 27-28 | City Council Offices
- Apr 25 | Hollywood Homeless Youth Partnership
- Apr 29 | Youth Focus Group (formerly un-housed, justice-impacted, LGBTQ+)
- May 2 | WorkSource Centers and YouthSource Centers
- May 10 | Business Chambers Focus Group

**Public Meetings**
- Apr 9 | Joint LA City Workforce Development Board & Executive Committee Meeting

**Outputs & Key Insights**
- Identified childcare as a key wraparound service needed across multiple groups
- Recognized need to 'define' Workforce Development System with providers
- Learned of innovative approaches taken at provider level, including trauma-informed

## Ideate Plan Structure (May 2024)

**Stakeholder Engagement**
- May 7 | Design Workshop with Virginia Hamilton
- May 9 | Green Economy Workshop with Lizzeth Rosales, Director of Environmental Justice, Office of Los Angeles Mayor Karen Bass & Tanya Pineda, Green Workforce Senior Analysis
- May 13 | Personnel Department
- May 14 | Co-Design Session at City Hall - Mayor's Office of Economic Empowerment, Economic & Workforce Development Department

**Outputs & Key Insights**
- Confirmed final map of the system
- Translated priorities into North Stars to offer greater guidance

## Develop Plan (May - Sep 2024)

**Plan Development**
Synthesize all inputs from previous phases into the draft Strategy.

# LA Workforce

## A 5-Year Path Forward

**YEARS 2025 - 2030**

Compiled by

civic makers

Workforce Development Board
City of Los Angeles