



JOINT MEETING OF THE
WDB WORKSOURCE
CENTER REDESIGN
SUBCOMMITTEE AND
THE



**CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD (WDB)
5-YEAR WORKFORCE DEVELOPMENT STRATEGIC PLAN
AD HOC COMMITTEE
OF THE WDB POLICY AND OVERSIGHT COMMITTEE**

Tuesday, October 1, 2024
10:00 AM

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

AGENDA

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

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

- | | |
|--|--|
| 3. Presentation of the People, Industry and Jobs Report by Los Angeles Economic Development Corporation (LAEDC) | Shannon Sedgwick,
LAEDC |
| 4. Presentation by California State University, Northridge on its Evaluation of the Current WorkSource Center System and Recommendations | Ari Malka, Cal State
University, Northridge |
| 5. Presentation Regarding the Five-Year Strategic Workforce Development Plan Findings and Recommendations | Tammy Ortuno,
Gerardo Ruvalcaba,
and CivicMakers |
| 6. Presentation by the Economic and Workforce Development Department Regarding the Redesign of the Current WorkSource Center System | Gerardo Ruvalcaba,
EWDD
AGMWorkforce |
| 7. Next Meeting | |
| 8. Adjourn | |

5-YEAR STRATEGIC PLAN AD HOC COMMITTEE:

Charles Woo, Alysia Bell, Maria Cabildo, Stephen Cheung, David Crippens, Dr.

Alex Davis, Michael Dolphin, Magdalena Duran, Adine Forman, Larry Frank, Cynthia Heard, Ruth Lopez Novodor, Armando Loza, Robin Kramer, Jaime Pacheco-Orozco, Linda Nguyen, Stephen Simon, Veronica Soto, Quentin Strode, Chris Swarat, Steve Zimmer and WDB WorkSource Center Redesign Subcommittee: Nancy Hoffman Vanyek, Ace Anaya, Josh Copus, Jesse Cuevas, Greg Erickson, Hrag Hamalian, Abigail Marquez, LaShondra Mercurius, Kookie Murray, Joe Paul, Steven Simon, Maria Turrubiarres

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.

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



3.

DATE: October 1, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: Presentation of the People, Industry and Jobs Report by Los Angeles Economic Development Corporation (LAEDC)

REQUESTED ACTION:

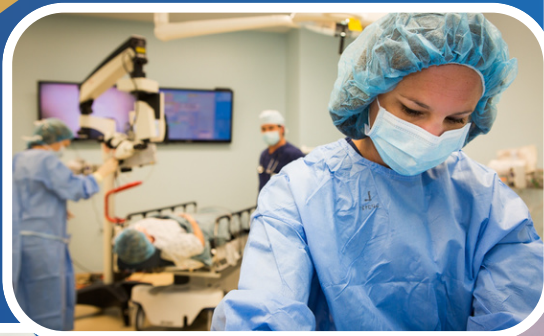
BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 3 - LAEDC Deliverable_2022-2028 PIJ_FINAL_rvs.2024.05.23



2022- 2028



LOS ANGELES: PEOPLE, INDUSTRY AND JOBS

INSTITUTE FOR APPLIED ECONOMICS
Los Angeles County Economic Development
Corporation

May 2024



LOS ANGELES: PEOPLE, INDUSTRY AND JOBS

2022 - 2028



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May 2024

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Diego Saavedra
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Matthew Skyberg



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

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

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

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LOS ANGELES COUNTY ECONOMIC DEVELOPMENT CORPORATION

April 02, 2024

The Los Angeles Economic Development Corporation is a 501(c)3 nonprofit organization whose approach to economic development in the Los Angeles region combines research, industry growth, business assistance, foreign direct investment, and workforce development to form an integrated “5 Pillar Strategy” to drive our commitment toward equitable economic growth and resiliency.

The LAEDC Institute for Applied Economics (Institute), one of LAEDC’s 5 Pillars, performs objective economic research and analysis providing intelligence about specific industry clusters, labor force, and workforce development issues, to provide decision makers with critical insights from which to make informed decisions. The *People, Industry and Jobs* report is one such example; it grew out of a series of labor market and industry cluster studies conducted for the Los Angeles City and County Workforce Development Boards (WDB) over the last decade, intended to provide government officials with economic data to ensure the continued growth of our region.

The Los Angeles City WDB is embarking on the development of a new Five-Year Workforce Development Strategic Plan through 2028. In addition to being a resource of data and information for a variety of stakeholders in our region (nonprofits, community benefit organizations, small businesses, our public partners, and more), this year’s *People, Industry and Jobs* report is intended to serve as a foundational piece presenting an overview of the economic base, workforce, and key socioeconomic characteristics of the resident population in Los Angeles City and Los Angeles County. An employment forecast through 2028 is provided, identifying key target industries and occupations, with additional discussions of living wage jobs and green jobs included. A separate data appendix presents a closer look at the various communities across the City by providing much of the same data and information included in the pages of the full report for smaller geographic areas including: the unincorporated areas of the county; the five Los Angeles County Supervisorial Districts; the fifteen Los Angeles City Council Districts, and the 36 Los Angeles City Community Planning Areas (CPAs. Mapping of select data using GIS software to spatially display variations and concentrations across each geographic area can also be found in the data appendix.

We invite you to immerse yourself in this foundational report that illuminates the intricate dance between people, industry, and jobs in the dynamic tapestry of Los Angeles. The LAEDC Institute for Applied Economics presents *Los Angeles: People, Industry and Jobs 2022-2028*.

Sincerely,

The Institute for Applied Economics

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EXECUTIVE SUMMARY

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

The City of Los Angeles Workforce Development Board is embarking on the development of a new five-year Strategic Plan and are looking to this updated study as foundational piece providing current baseline information on the people, industry and jobs in Los Angeles, and growth projections for leading industries and occupations, from which they can identify and develop data-based strategies to be included in their new plan.

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

Economic Overview

The industrial base of the Los Angeles economy plays a crucial role in supporting the county and city’s vibrant and diversified economic landscape. Los Angeles County is one of the largest manufacturing centers in the U.S. (by employment) and is home to the nation’s busiest port complex. Key drivers of the local economy include international trade, entertainment, aerospace, and tourism, in addition to other significant industries such as high-tech industries, finance, telecommunications, healthcare and biotechnology, education and research, manufacturing, and transportation.

Key drivers also include the residents of Los Angeles County. **Exhibit E-1** shows that Los Angeles County has about 9,721,100 residents, with 3,822,200 residing specifically in the City of Los Angeles. Los Angeles County possesses roughly 25 percent of the state’s population. Median household incomes are somewhat lower in Los Angeles County and the City of Los Angeles than in California as a whole, resulting in greater numbers of people living beneath the poverty line. The cost of living,

Exhibit E-1
Selected Demographic and Income Characteristics 2022

	California	LA County	City of LA
Population	39,029,342	9,721,138	3,822,224
Median age	37.9	38.2	37.1
Households	13,550,586	3,415,726	1,439,805
Average household size	2.82	2.79	2.58
Median household income	\$91,551	\$82,516	\$76,135
HH below poverty level	12.1%	14.1%	16.4%
Per capita income	\$46,661	\$43,171	\$45,270
Individuals below poverty	12.2%	13.9%	16.8%
Median home value	\$715,900	\$805,600	\$903,700

Source: 2022 ACS 1 year estimates

as indicated by median housing values, is also higher in the county and city.

The COVID-19 Pandemic

At the beginning of 2020, Los Angeles County was experiencing a long and unprecedented period of economic strength. However, by the end of the first quarter of 2020, the COVID-19 pandemic struck, temporarily halting economic growth and stability in the region.

The structure of the Los Angeles County economy is characterized by a relatively high prevalence of the types of industries (and their accompanying workforce) that were most impacted by the pandemic. These industries require a high degree of in-person interaction, and include sectors focused on entertainment, particularly the film and television industry, and the types of businesses that cater to tourists such as restaurants and hotels. As a result, Los Angeles County was particularly hard-hit compared to California or the nation as a whole. Between February of 2020 and May of 2020, Los Angeles County shed more than 784,000 jobs across the county.

Los Angeles County’s economy has recovered from the pandemic-induced downturn; by the 3rd quarter of 2022, nonfarm employment finally surpassed pre-pandemic levels, reaching beyond 4.6 million payroll workers. However, that economic recovery has been uneven, some industries experienced a stronger recovery than others, and we are experiencing the longer lasting effects of the measures taken to mitigate the spread of the virus, including the increased digitization across a variety of

industries and the continuing phenomena of remote and hybrid work options.

Employment

Los Angeles County is home to over 244,000 employer firms, providing more than 4.6 million nonfarm jobs across its myriad industries in 2023. Health care & social assistance, professional and business services, government, accommodation and food services, retail trade, and manufacturing employ the most workers, together these 6 sectors employ just under 70 percent of all nonfarm payroll workers in 2023.

From pre-pandemic 2019 to post pandemic 2023, six industries increased their share of nonfarm employment in Los Angeles County: health care and social assistance; professional and business services; transportation, warehousing and utilities; private education services, and arts, entertainment and recreation (which includes spectator sports) displaying the most percentage point growth. Industries that lost shares of nonfarm employment over the period include manufacturing, wholesale trade, and government.

Over 94 percent of the employer firms in Los Angeles County have fewer than 20 employees, and just under 89 percent are considered microbusinesses, those with fewer than 10 employees.

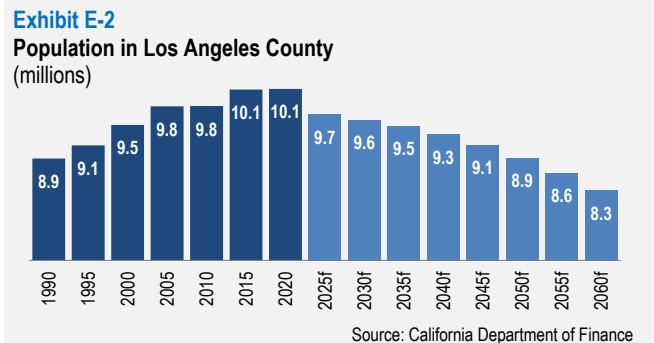
Small businesses and entrepreneurship help drive economic growth, fostering innovation, creating jobs, and provide an avenue for increased economic mobility. These small and nimble operations are often characterized by their flexibility, adaptability, and innovation, and have additional benefits that extend beyond just their financial contributions.

Demographic Portrait

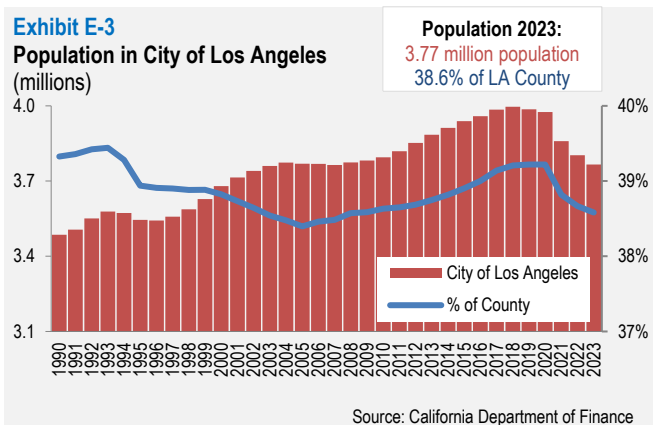
The social and economic characteristics of the residents of Los Angeles County provide context and insight into the strengths and challenges of the community. Data on these characteristics can reveal useful trends and patterns that can help inform targeted outreach programs and other types of development efforts.

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

Between 1990 and 2018, the population of Los Angeles County grew significantly, peaking at nearly 10.2 million residents. From 1990 to 2018, the population grew at an average annual growth rate of 0.5 percent per year. However, from 2019 through 2023, the population declined at an average annual rate of -0.9 percent. The county’s current annual growth rate from last year is approximately -0.7 percent. The California Department of Finance forecasts that the county’s population will continue to decrease, reaching 9.3 million by 2040 and 8.3 million by 2060 (**Exhibit E-2**).



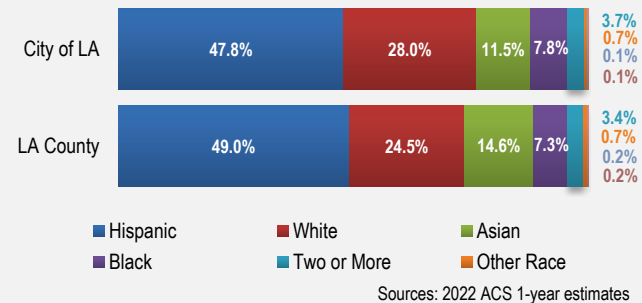
The population in the City of Los Angeles has also declined in recent years after a prolonged period of growth that lasted from 1990 through 2018. Just under 511,000 residents were added, an increase of 14.7 percent between 1990 and 2018, an average annual growth rate of 0.5 percent (**Exhibit E-3**). At its high point in 2018, the City of Los Angeles had 3,996,000 residents. Since 2018, however, the city lost 230,000 residents, representing a 5.8 percent decrease or an annual average decline of -1.2 percent.



Race and Ethnicity

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

Exhibit E-4
Race and Ethnicity 2022



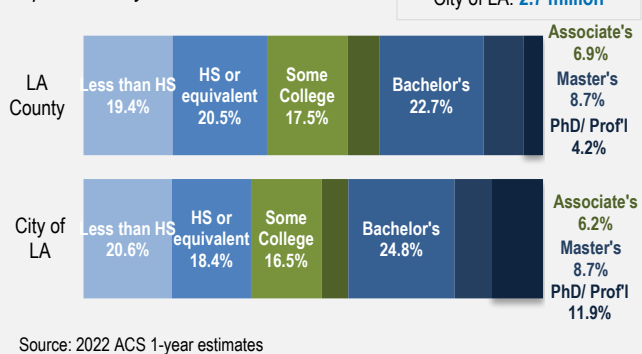
Educational Attainment

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

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

The city and county both have a large proportion of their resident population with low levels of educational attainment (**Exhibit E-5**). Almost 40 percent of the population has either less than a high school education or a high school diploma (or equivalent). As an increased number of jobs require higher skill levels, a shortage of individuals with higher levels of education can result in fewer prospects for their employment, and consequently higher rates of unemployment.

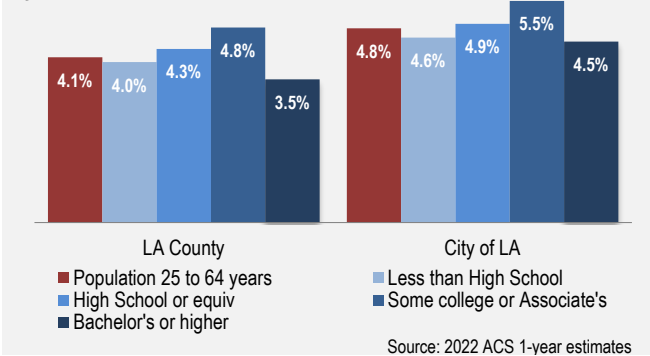
Exhibit E-5
Educational Attainment
Population 25 years and over



Education and Unemployment

Unemployment rates for individuals with an educational attainment of high school or less are generally reflective of the overall unemployment rate in both the City of Los Angeles and Los Angeles County. Surprisingly, those with some college or an Associate’s degree experienced the highest rates of unemployment (**Exhibit E-6**). They had unemployment rates of 4.8 percent in the county (5.5 percent in the City) in 2022. By contrast, residents with a Bachelor’s degree or higher had an unemployment rate of only 3.5 percent in the County (4.5 percent in the City) in 2022.

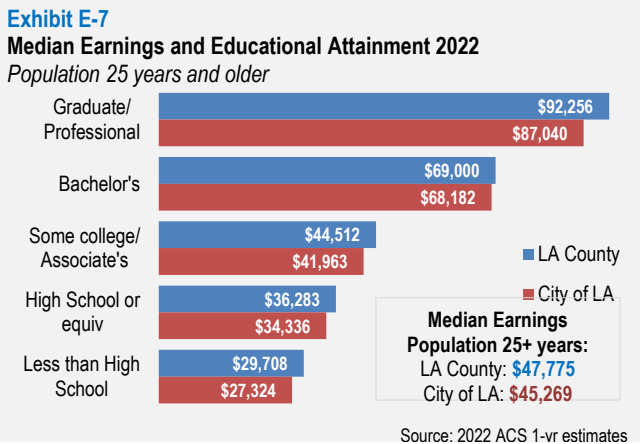
Exhibit E-6
Civilian Unemployment Rate by Educational Attainment 2022



Income and Poverty

For many, earnings from employment represent the most significant portion of all income. Job-related earnings provide insight into the population’s standard of living. Identifying specific areas or populations that may need targeted services or programs may increase their efficacy. Earnings differentials exist among employed individuals with varying levels of educational attainment. Those with the highest level of education—a graduate or professional degree—earn an annual wage premium of around \$60,000 or more over those with less than a high school education (**Exhibit E-7**).





Approximately 43 percent of working residents in Los Angeles County earn more than \$65,000 per year (**Exhibit E-8**). The majority of working residents in the County and in the City of Los Angeles earn between \$15,000 and \$65,000 annually. Residents who earned less than \$15,000 per year represented close to four percent of the total. Working residents earning \$100,000 or more annually account for nearly one quarter of all employed residents in both geographies.

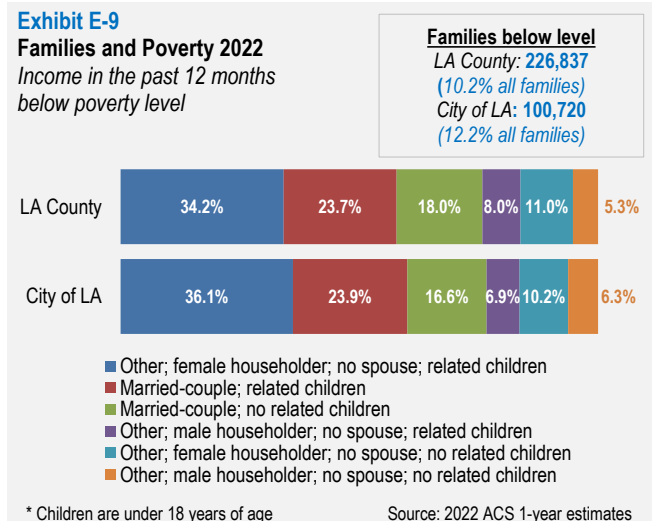


The combination of higher rates of unemployment and lower annual median earnings yield higher levels of poverty for those with lower levels of educational attainment.

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

Of the total families in Los Angeles County in 2022, about 10 percent have had their incomes fall below the poverty level in the 12 months prior (**Exhibit E-9**). In the City of Los Angeles that share increases to just over 12 percent.

Of those families living below the poverty level in the county, single mothers with children under the age of 18 years head approximately 34 percent (36 percent in the city). Families headed by a married couple account for around 41 percent of all families living under the poverty level, the majority of whom have children under the age of 18 years.



Characteristics of Select Groups

The data was disaggregated and examined based on race, ethnicity, gender, disability, income, veteran status, age, and other significant demographic factors. This process aimed to gain a deeper understanding of the well-being of various populations and to provide insights into the needs of underserved and underrepresented communities within the City of Los Angeles and Los Angeles County.

Key findings are presented for each group, including Women, Hispanic/Latinx, Asian/Pacific Islander, Black/African American, American Indian/Alaskan Native, Individuals with Disabilities, Youth with Disabilities, Older Individuals, Youth (Ages 16-24), Individuals with Limited English Proficiency, and Single Parents. These findings highlight disparities in household income, poverty rates, occupational distribution, and ethnic composition between the City and County, shedding light on areas where targeted interventions may be needed to address inequities and improve well-being.

Within the city, significant variations in income, poverty rates, and occupational distributions are evident among different demographic groups. Notably, women comprise a substantial portion of the population but face higher rates of poverty compared to men, with approximately 20

percent of women living below the poverty line. Despite representing similar proportions across age groups, the disparity in poverty rates highlights the unique economic challenges faced by women within the city.

Ethnic disparities also feature prominently in the analysis, with Hispanic/Latinx individuals constituting the largest ethnic group in both the city and county. However, within the city, they experience lower average household incomes and higher poverty rates, with approximately 25 percent living below the poverty line. This suggests persistent economic hurdles despite their significant presence in industries such as natural resources and construction. Similarly, Asian/Pacific Islanders and Black/African Americans exhibit disparities in income and poverty levels, with around 15 percent of both groups living below the poverty line in the city, compared to lower rates in the county.

Moreover, individuals with disabilities face notable economic challenges within the city, characterized by higher poverty rates and lower household incomes. Approximately 30 percent of individuals with disabilities live below the poverty line, underscoring the need for enhanced economic inclusion and accessibility measures to support this vulnerable population.

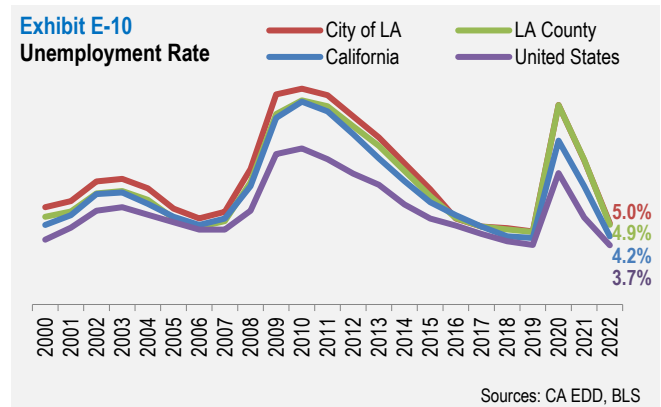
These findings emphasize the urgency of targeted interventions and policy initiatives aimed at addressing disparities and fostering economic opportunities for marginalized communities within the City of Los Angeles and its surrounding areas.

Employment, Industries and Jobs

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

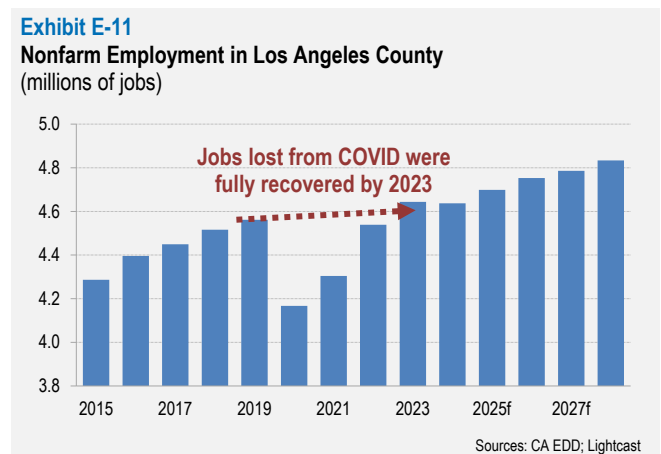
Exhibit E-10 shows the unemployment rate for the U.S., California, Los Angeles County and the City of Los Angeles back to 2000. As shown, county-wide and city-wide unemployment rates are driven largely by factors outside of their control. Unemployment rose in the aftermath of the dot-com bubble in the early 2000s, peaking in 2003 at 7.0 percent for Los Angeles County (7.7 percent for the city). The next shock came as a result of the Great Recession, where the unemployment rate hit 12.6 percent in the county in 2010 (13.3 percent in the city). After a slower, more prolonged improvement, unemployment rates skyrocketed again because of the economic dislocations caused by the COVID-19 pandemic. Unemployment in both Los Angeles County and the

City of Los Angeles reached 12.3 percent in 2020. After a more rapid recovery, the unemployment rate in 2022 stood at 4.9 percent and 5.0 percent, respectively.



What is noticeable is that unemployment in the county and city typically exceeds that seen in California and the U.S. To some extent, this is due the region’s specific industrial makeup and socioeconomic characteristics. But it also suggests that local investment and policy decisions can have some effect on the health of the regional economy.

Unlike the protracted recovery after the Great Recession, the recovery after the Covid-19 pandemic occurred more quickly. In Los Angeles County, all jobs lost during the pandemic were fully recovered by 2023 (**Exhibit E-11**). That said, the county has not reached the employment levels suggested by the per-pandemic growth trend.



Most industry sectors will follow this general contour of post-downturn recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry’s decline during the downturn. Industries where employment fell steeply are expected to

experience stronger than average growth as they recover from these deep losses.

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

Exhibit E-12
Industry Employment Growth 2020-2028 in Los Angeles County

	Annual Average % Growth	Δ Employment (000s)
Total Nonfarm Employment	1.1	354.1
Good Producing Industries:	-0.8	-27.3
Natural Resources and Mining	-2.2	-0.2
Construction	0.8	8.4
Manufacturing – Durable Goods	-1.3	-17.5
Manufacturing – Nondurable Goods	-1.9	-17.8
Service Providing Industries	1.5	361.7
Wholesale Trade	-0.5	-7.2
Retail Trade	0.1	2.6
Transportation, Warehousing, Utilities	1.4	21.7
Information	1.6	26.1
Financial Activities	0.0	-0.4
Professional and Business Services	1.1	50.2
Educational and Health Services	2.8	168.4
Leisure and Hospitality	2.5	88.2
Other Services	1.2	12.2
Government	0.5	20.9

Sources: Lightcast, California Employment Development Department; LAEDC

Between 2020 and 2028, the economy is expected to add 354,100 new jobs in nonfarm industries across Los Angeles County including the city.

Industries to Target

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

Workforce development priorities are often in alignment with economic development goals and cognizant of the need to supply a workforce prepared for the jobs of the future, but are also motivated by the immediate need to match those most in need with viable employment opportunities. To fulfill this mission, a broader view of the job market is needed. Augmenting those industries that will drive economic growth and prosperity, population-

serving industries will provide the largest number of jobs in terms of job creation, since while they may grow slowly they are large employers.

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

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

- ▶ Construction Industries (NAICS 236, 237, 238)
- ▶ Transportation (NAICS 481-484, 488)
- ▶ Motion Picture and Sound Recording (NAICS 512)
- ▶ Health Care Services (NAICS 621, 622, 623)
- ▶ Social Assistance (NAICS 624)
- ▶ Performing Arts, Spectator Sports, and Related Industries (NAICS 711)
- ▶ Biomedical Manufacturing (NAICS 3254, 3391)

Occupational Analysis

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

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

Exhibit E-13
Occupational Growth in Los Angeles City 2022-2028

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	16,200	64,500	80,700
13-0000	Business and financial	13,500	64,200	77,700
15-0000	Computer and mathematical	6,900	23,200	30,100
17-0000	Architecture and engineering	2,100	10,900	13,000
19-0000	Life, physical, social science	2,100	6,900	9,000
21-0000	Community and social services	9,900	22,200	32,100
23-0000	Legal occupations	6,000	14,100	20,000
25-0000	Education, training and library	17,600	63,000	80,600
27-0000	Arts, entertainment, sports	3,400	38,200	41,600
29-0000	Healthcare practitioners	16,600	51,800	68,400
31-0000	Healthcare support	47,800	79,600	127,400
33-0000	Protective services	8,100	26,400	34,500
35-0000	Food preparation and serving	25,800	71,300	97,100
37-0000	Building/grounds maintenance	5,300	21,100	26,400
39-0000	Personal care and service	9,500	21,500	31,000
41-0000	Sales and related	6,600	68,400	75,000
43-0000	Office and administrative	6,000	114,300	120,300
45-0000	Farming, fishing and forestry	0	1,500	1,500
47-0000	Construction and extraction	4,900	22,600	27,600
49-0000	Installation, maint / repair	6,600	24,300	30,900
51-0000	Production	-1,100	34,300	33,200
53-0000	Transportation/material moving	14,900	76,500	91,400
Total*		228,700	920,700	1,149,400

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

Target Occupations

A selection of target occupations are presented by skill level. Target occupations were selected based on education required for entry, future growth projections, and living wages. The target occupations are as follows:

LESS THAN HIGH SCHOOL

- ▶ Construction Laborers
- ▶ Industrial Truck and Tractor Operators
- ▶ Painters, Construction and Maintenance
- ▶ Bus Drivers, School
- ▶ Refuse and Recyclable Material Collectors
- ▶ Cement Masons and Concrete Finishers
- ▶ Drywall and Ceiling Tile Installers

HIGH SCHOOL

- ▶ Customer Service Representatives
- ▶ Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
- ▶ Light Truck Drivers
- ▶ Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
- ▶ Maintenance and Repair Workers, General



- ▶ Medical Secretaries and Administrative Assistants
- ▶ Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel
- ▶ Social and Human Service Assistants
- ▶ Production, Planning, and Expediting Clerks
- ▶ Police and Sheriff's Patrol Officers

MIDDLE-SKILL

- ▶ Heavy and Tractor-Trailer Truck Drivers
- ▶ Bookkeeping, Accounting, and Auditing Clerks
- ▶ Licensed Practical and Licensed Vocational Nurses
- ▶ Preschool Teachers, Except Special Education
- ▶ Paralegals and Legal Assistants
- ▶ Hairdressers, Hairstylists, and Cosmetologists
- ▶ Automotive Service Technicians and Mechanics
- ▶ Computer User Support Specialists
- ▶ Massage Therapists

Living Wage Jobs

Living wage jobs, defined as those providing workers with sufficient earnings to cover basic living expenses, play a pivotal role in fostering economic stability and social well-being. By ensuring that individuals earn enough to meet essential needs such as housing, food, healthcare, transportation, and education, these jobs contribute to overall community health and vitality. Moreover, they serve as a crucial mechanism for lifting individuals and families out of poverty, offering the prospect of financial stability and independence while breaking the cycle of intergenerational poverty.

Addressing income inequality is another significant outcome of promoting living wage jobs. As the income gap widens, fair and adequate compensation becomes imperative for creating a more equitable distribution of

resources and opportunities. Additionally, the economic benefits of living wage jobs extend beyond individual households. Increased consumer spending resulting from higher wages stimulates economic growth and supports local businesses, while reduced turnover rates among workers foster a more skilled and experienced labor force, benefiting both employers and employees alike.

In 2023, Los Angeles County boasted over 2,525,200 living wage jobs, with the City of Los Angeles alone accounting for over 1,104,000 such positions. However, despite this progress, a substantial portion of the workforce still earns below the living wage threshold. Closing the wage gap for these workers represents a significant opportunity, with the potential for billions of dollars in additional labor income in both the city and county. Looking ahead, projections indicate continued growth in the number of living wage jobs, highlighting the ongoing importance of prioritizing fair compensation practices.

Ultimately, the promotion of living wage jobs is integral to creating a more just and equitable society. As discussions surrounding labor rights and economic justice persist, emphasizing the importance of fair compensation for work remains paramount in shaping a sustainable and inclusive future for all. By championing policies and initiatives that support living wage standards, we can pave the way for greater prosperity and opportunity, ensuring that individuals and families have the means to thrive in today's economy.

Green Occupations

Green occupations, spanning industries focused on the environment, conservation, clean energy, climate change, and sustainability, are integral to California's efforts to meet climate goals and promote environmentally friendly practices. With a significant emphasis on interdisciplinary skills, innovation, and social equity, these roles contribute to economic resilience and address evolving industry needs. As California transitions towards sustainability, there is a rising demand for skilled workers adept at developing, implementing, and maintaining eco-friendly technologies and solutions across various sectors, including renewable energy, sustainable agriculture, green construction, and environmental research.

The importance of green occupations becomes even more apparent as climate change and environmental challenges impact industries worldwide. Workers trained in green jobs play a crucial role in helping businesses and communities adapt to changing environmental conditions, develop sustainable solutions, and mitigate



climate-related risks. Many green occupations require a blend of technical expertise and environmental knowledge, fostering a workforce capable of addressing complex challenges and driving the transition towards a sustainable economy.

In Los Angeles County, employment in green occupations has been steadily increasing, with over 843,300 workers employed in such roles in 2022, representing a diverse array of skill levels and occupations. Despite this growth, there remains significant potential for further expansion, with forecasts indicating a continued upward trajectory in green job opportunities. Notably, the majority of green occupations in the county require middle-skill levels or below for entry-level employment, making them accessible to individuals with varying levels of education.

The top green occupations in Los Angeles County span a wide range of industries, including transportation, management, office support, and construction, among others. These occupations not only contribute to environmental sustainability but also offer living wages, with many surpassing the MIT living wage threshold. Additionally, workforce development programs that provide access to green job training opportunities can empower individuals from diverse backgrounds, contributing to reduced inequality and inclusive economic growth.

As industries evolve and society embraces sustainability, green occupations will continue to play a vital role in achieving climate objectives and fostering a resilient labor market. By prioritizing green jobs and incorporating green skills across sectors, California can lead the way towards a more sustainable and inclusive economy, ensuring that industries are well-equipped to thrive in the face of environmental challenges and opportunities.

Recommendations

- Encourage and support small business and entrepreneurship.
- Additional research on truly small and micro businesses in the City of Los Angeles.
- Develop programs and initiatives to increase capital investment and catalyze innovation and entrepreneurship.
- There are opportunities to employ innovative approaches to develop new housing at scale.
- Engage in outreach efforts to connect diverse-owned businesses to upcoming procurement opportunities in both infrastructure projects and the 2028 Summer Olympics and Paralympics.
- Provide support services to small businesses to scale their operation to take advantage of procurement opportunities with public agencies who have complex procurement processes and lengthy repayment windows.
- Workforce development opportunities may exist upon completion of large-scale developments in the sports entertainment industry, connecting local residents to employment opportunities.
- Local hire requirements for large projects represent opportunities for engaging local residents and connecting them with opportunities in the construction trades.
- In addition to LWOs, an earned income tax credit program may be an alternate way to increase family/household disposable income, as they are exempt from payroll taxes and are not generally used when determining eligibility for many government assistance programs.
- Workforce development programs can help individuals acquire the expertise needed to meet the demands of emerging green roles and technologies across existing and emerging occupations and industries.
- Workforce development programs that provide access to green job training opportunities can empower individuals from diverse backgrounds, including disadvantaged communities



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INTRODUCTION

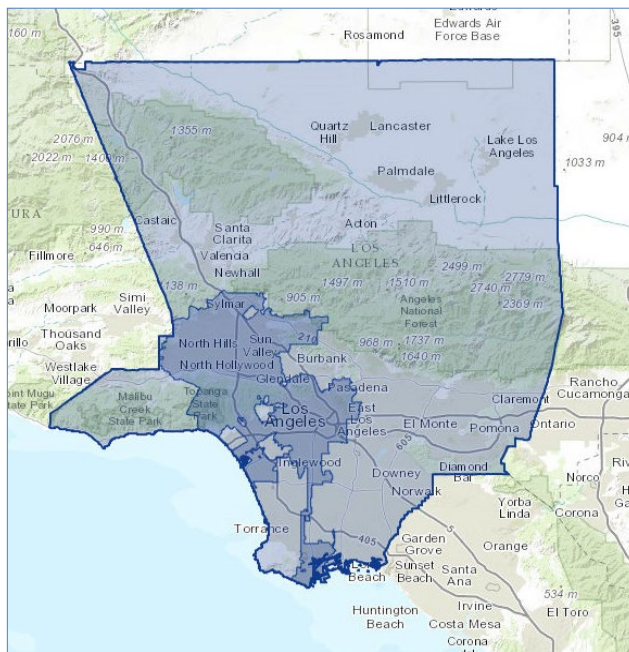
Workforce Development Boards (WDBs) are components of a federally-funded system designed to connect job seekers with employer businesses in local communities in order to improve the prosperity of both residents and industry in those communities. WDBs engage in a holistic and regionally cooperative approach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

The City of Los Angeles Workforce Development Board is embarking on the development of a new five-year Strategic Plan and are looking to this updated study as foundational piece providing current baseline information on the people, industry and jobs in Los Angeles, and growth projections for leading industries and occupations, from which they can identify and develop data-based strategies to be included in their new plan.

Los Angeles County stretches across a geographic area of 4,088 square miles adjacent to Orange, San Bernardino, Kern, and Ventura counties in Southern California. The most populous county in the nation, with over 10.0 million residents, its amenities include beaches, national forests, the San Gabriel Mountains, Catalina Island, the Mojave Desert and numerous tourist destinations such as museums, theaters, sports venues and amusement parks. Composed of dense urban areas such as the City of Los Angeles, to the barren desert of Mojave and the bedroom communities in between, the County has a rich and diverse population with a wide range of skills and a diverse industry base too. Although home to 88 incorporated cities, most of the land area is unincorporated, falling under county jurisdiction for the provision of programs and services.

The City of Los Angeles stretches across the southwest portion of Los Angeles County; it has a geographic area of approximately 470 square miles (245,400 acres). Surrounding cities are numerous and include Burbank, Glendale, Pasadena, Alhambra, Vernon, Carson, Long Beach, Torrance, Inglewood, Santa Monica, Calabasas, and many others. The most populous city in the county and in the state, with over 3.9 million residents, the city’s amenities include the Los Angeles Port, beaches, Griffith Park, and numerous other tourist destinations. From the

Exhibit 1-1
Los Angeles County and the City of Los Angeles¹



¹ Santa Catalina Island and San Clemente Island are not shown.
Sources: ESRI, LAEDC

dense urban central city to the bedroom communities to the east and in the San Fernando Valley, the City of Los Angeles too has a rich and diverse population with a wide range of skills as well as a varied industry base.

In this report, the Los Angeles County Economic Development Corporation provides a demographic, industry, employment, and occupational analysis of the county and separately of the City of Los Angeles.

The report is organized into five broad sections:

Economic Overview

The local Los Angeles economy is significantly different compared to the last time we conducted an analysis for the City of Los Angeles Workforce Development Board. In this section we provide a current overview and discuss some of the changes that have taken place as a result of the economic shock created by the COVID-19 pandemic.

Demographic Portrait

The residents of Los Angeles County and the City of Los Angeles are their most significant and valuable asset. This section presents a picture of the characteristics of this population. Additionally, a deeper dive into select special groups are presented.

Employment, Industry and Jobs

The industrial makeup of the City of Los Angeles and Los Angeles County is examined in this section, and employment by industry quantified. A detailed industry employment forecast provides a picture of where the economy is heading, and which industries look like promising targets for job creation and economic development. Industry clusters are presented identifying those in our region that display a competitive advantage.

Occupational Analysis

Industry and employment analysis is used to estimate the occupational makeup of the region, occupational projections, and the education and skills required for entry into the occupations forecast to be added in the coming years. This section presents the outlook for jobs by occupation in the region. A focus on green jobs and a living wage analysis is provided.

Conclusions and Considerations

Based on the data collected and analyzed for this study, key findings and considerations will be presented.

Data Appendix

A data appendix that includes detailed data tables and geographic break outs of the material presented herein for the five Los Angeles County Supervisorial Districts, the fifteen Los Angeles County City Council Districts, and the 35 City of Los Angeles Community Plan Areas. GIS maps that visually display this data overlaid across the city and county are also presented.

Additional content in the data separate appendix includes socioeconomic data for selected groups, including: Women; Hispanic; Black; Asian and Pacific Islander; American Indians and Alaska Natives; Individuals with Disabilities; Youth with Disabilities (under 18 years of age); Older Individuals (aged 55 years and older); Population Ages 16 to 24 Years; Individuals with limited English proficiency; and Single Parents.

The data appendix is presented as a separate document.



1 ECONOMIC OVERVIEW

Key Findings for this Section

- City of Los Angeles accounts for 33.1 percent of all payroll jobs in the manufacturing sector within Los Angeles County.
- As of June 2023 nonfarm jobs in the city reached just under 1.9 million, exceeding the February 2020 pre-pandemic peak by 5.7 percent.
- Health Care & Social Assistance, Professional & Business Services, and Government remained the top three industries for employment distribution from 2019 to 2023.
- Health Care & Social Assistance had the greatest change in employment distribution in the City of Los Angeles and the county as a whole from 2019 to 2023, increasing by 1.0 percent and 1.4 percent, respectively.
- Manufacturing and Wholesale Trade experienced the largest declines in employment distribution in Los Angeles County from 2019 to 2023 at -0.6 percent.
- Accommodation & Food Services experienced the largest decline in employment distribution in the City of Los Angeles from 2019 to 2023, decreasing by -1.1 percent.
- Over 90 percent of employer firms in the City of Los Angeles, and more than 94 percent in the county are small businesses with fewer than 20 employees.
- As of the third quarter of 2023, only 11 percent of households in Los Angeles County can afford to purchase a median-priced, single-family home, down from 31 percent just 10 years earlier.
- Over 57 percent of renters in the City of Los Angeles are rent-burdened, paying more than 30 percent of their household income in rent.
- Los Angeles County, similar to the United States and California as a whole, will experience more restrained economic growth over the next two years, with a projected real GCP growth rate of 1.4 percent in 2024 and 1.5 percent in 2025.
- The cost of living in the Los Angeles metro is 8% and 51% higher than the state and national average, respectively.
- Significant investment is occurring in transportation and infrastructure, spectator sports, new housing, film and television production, and bioscience.

The industry base in the Los Angeles economy plays a crucial role in supporting the vibrant and diversified economic landscape in the city. Los Angeles County is one of the largest manufacturing centers in the U.S. (by employment) and the City of Los Angeles accounts for 33.1 percent of all payroll jobs in the sector. The San Pedro Bay is home to the nation's busiest port complex, with the city operating the Port of Los Angeles. Key drivers of the local economy include international trade, entertainment, aerospace, and tourism, in addition to other significant industries such as high-tech industries, finance, telecommunications, healthcare and biotechnology, education and research, manufacturing, and transportation.

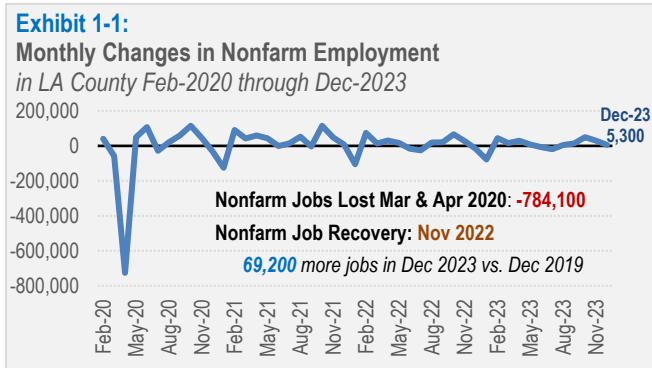
The economic shock related to the global COVID-19 pandemic created long lasting and secondary effects that are still influencing or local economy today. An economic overview of Los Angeles City and County is provided for context and to address some of these continuing effects of the pandemic that are still influencing industries and the labor market of today.

1:1 COVID-19 and Jobs

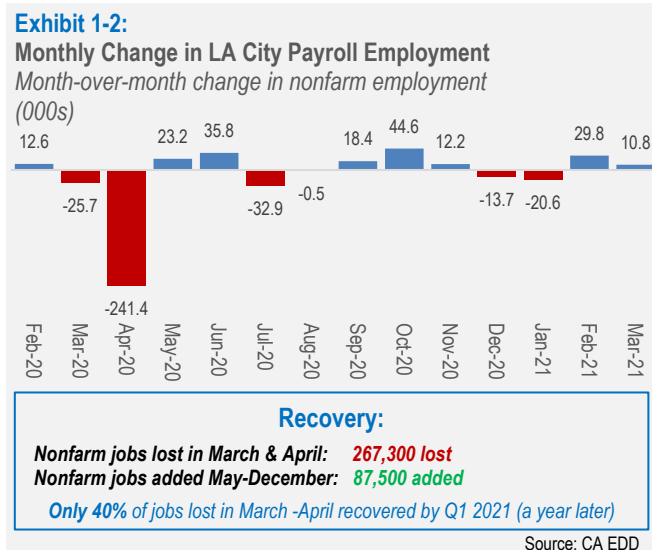
At the beginning of 2020, Los Angeles was experiencing a long and unprecedented period of economic strength. However, by the end of the first quarter of 2020, the COVID-19 pandemic struck, temporarily halting economic growth and stability in the region. The structure of the Los Angeles City and County economy is characterized by a relatively high prevalence of the types of industries (and their accompanying workforce) that were most impacted by the pandemic. These industries require a high degree of in-person interaction, and include sectors focused on entertainment, particularly the film and television industry, and the types of businesses that cater to tourists such as restaurants and hotels. As a result, Los Angeles City and County were particularly hard-hit compared to California or the nation as a whole.

Between February of 2020 and May of 2020, Los Angeles County shed more than 784,000 jobs across the county (**Exhibit 1-1**). Nonfarm employment in the

county dipped below 4 million from April through August of 2020 when health orders were most severe.



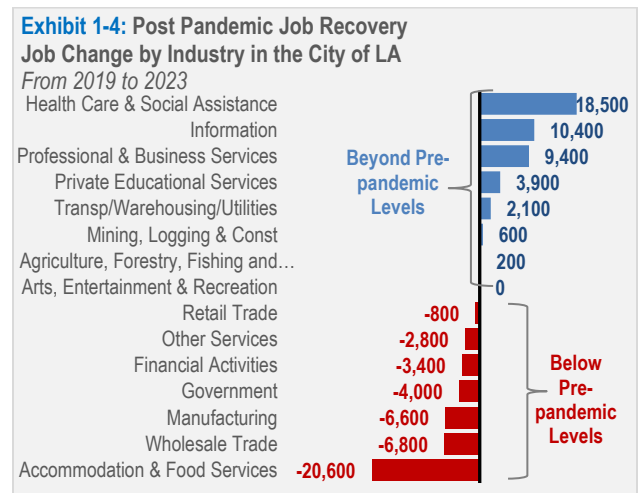
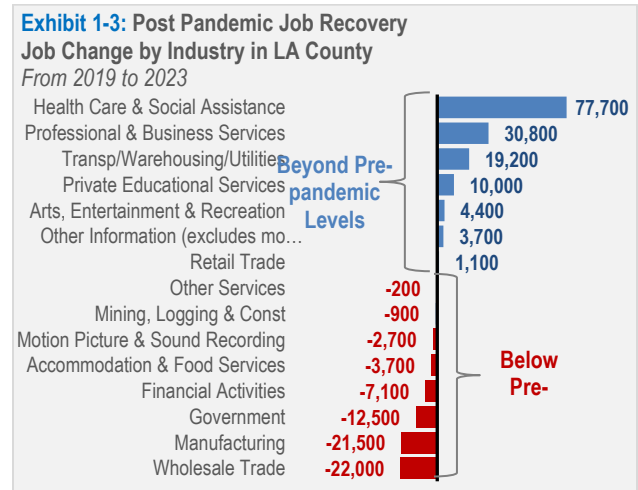
At the city level, in the months of March and April of 2020, the City of Los Angeles shed more than 267,000 jobs across the city (Exhibit 1-2). A year later, only 40 percent of the jobs were recovered from May of 2020 through March 2021. Nonfarm employment in the City of Los Angeles fully recovered too; as of June 2023 (the most recent data available), nonfarm jobs in the city reached just under 1.9 million, exceeding the February 2020 pre-pandemic peak by 5.7 percent.



Job losses for workers were concentrated in certain hardest-hit industries at the start of the pandemic. Based on these industries, the following occupational groupings were identified as experiencing the most job loss: restaurants (waiters and waitresses and restaurant cooks specifically); retail trade (retail salespersons, cashiers and sales representatives of

services); film and television production (where actors, producer and directors were most impacted directly); labor-intensive occupations, (such as laborers and material movers, janitors and cleaners); and recreation (including amusement and recreation attendants).

Los Angeles County's economy has recovered from the pandemic-induced downturn; by the 3rd quarter of 2022, nonfarm employment finally surpassed pre-pandemic levels, reaching beyond 4.6 million payroll workers. The Los Angeles City economy was slower to recover, with nonfarm payroll jobs not exceeding pre-pandemic levels until 2023. However, economic recovery has been uneven in both jurisdictions, some industries experienced a stronger recovery than others (Exhibit 1-3 and Exhibit 1-4), and we are experiencing the longer lasting effects of the measures taken to mitigate the spread of the virus, including the increased digitization across a variety of industries and the continuing phenomena of remote and hybrid work options.



Increased digitization leads to changes in industries and labor markets, which can have cost implications. Businesses in affected industries need to create and implement digital platforms that will allow for successful delivery of their goods and services. For workers, new demand for digital skills has been changing their individual roles and the composition of different occupations across different industries; workers in industries that have significantly shifted towards digitization are required to possess the ability to effectively offer their goods and services through new digital platforms. Workers who do not possess these skills need to be trained to successfully perform their duties in the new digital age.

Automation and AI are significantly reshaping the employment landscape by both creating and displacing jobs. On one hand, these technologies enhance productivity and efficiency, leading to the creation of new job categories in tech development, data analysis, and AI maintenance. They also enable the emergence of innovative industries and business models that require a human workforce with specialized skills. On the other hand, automation and AI can lead to job displacement, particularly in roles involving routine and repetitive tasks, as machines and algorithms often perform these functions more efficiently and at lower costs. This shift necessitates a workforce transition, emphasizing the importance of upskilling and reskilling programs to equip workers with the skills needed in the evolving job market. Overall, while automation and AI drive economic growth and innovation, they also pose challenges related to job displacement and the need for workforce adaptation.

In this transitioning landscape, economic and workforce development programs are now more important than ever, as they guide workers and businesses in Los Angeles County through the post-pandemic economy and increase the resiliency of our economy against any future disruption.

1:2 Industry Employment

During the initial stages of the pandemic, the year-over-year percent change in employment across the nation witnessed a dramatic and unprecedented decline due to widespread lockdowns and restrictions to curb the spread of the virus. This sharp decline was uniformly across the entire U.S. (reaching -15.0 percent in April 2020) and California (reaching -16.8 percent in May

2020) but was more substantial in the Los Angeles County (falling to -22.7 percent in May 2020). All regions experienced a steady recovery in the last two years, with Los Angeles County showing a particularly strong rebound. As of December 2023, total employment in Los Angeles County was 4.7 million and total employment in the City of Los Angeles was 1.9 million.

Exhibit 1-5 displays the year-over-year percent changes in nonfarm employment for the U.S., California, and Los Angeles County since 2001.^{1,2} Employment changes are shown year-over-year to control for potential seasonal effects.



Generally, Los Angeles County’s employment growth often mirrors the national and state trends, but with occasional deviations. Before the COVID-19 pandemic, the average year-over-year percent change in employment was about 1.3% in the U.S. The rate is slightly higher in California and Los Angeles County at 1.6% and 1.4%, respectively.

Los Angeles County

Los Angeles County is home to over 244,000 employer firms, providing more than 4.6 million nonfarm jobs across its myriad industries in 2023. **Exhibit 1-6** shows the distribution of payroll jobs in Los Angeles County by industry sector in 2019 and in 2023. Health care & social assistance, professional and business services, government, accommodation and food services, retail trade, and manufacturing employ the most workers, together these 6 sectors employ just under 70 percent of all nonfarm payroll workers in both years.

¹ BLS. 2023. Labor Force Statistics from the Current Population Survey. <https://www.bls.gov/cps/data.htm>.

² BLS. 2023. Local Area Unemployment Statistics. <https://www.bls.gov/lau/data.htm>.

Exhibit 1-6:
Employment Distribution In Los Angeles County
in 2019 and 2023

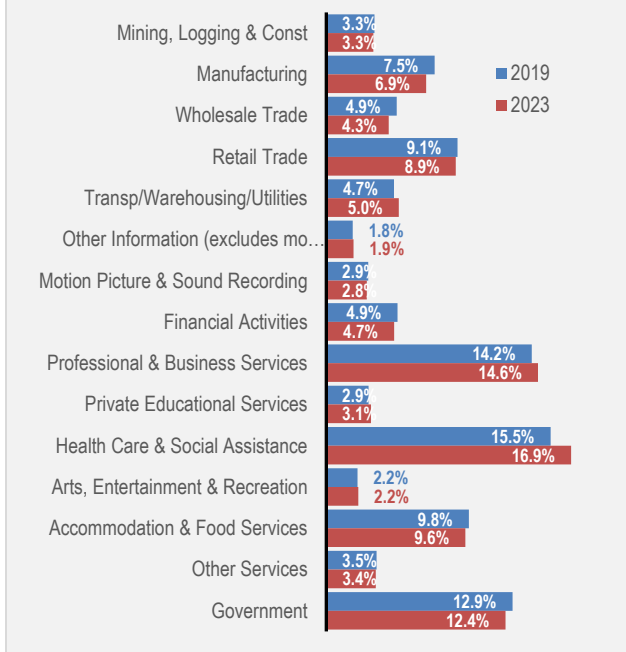
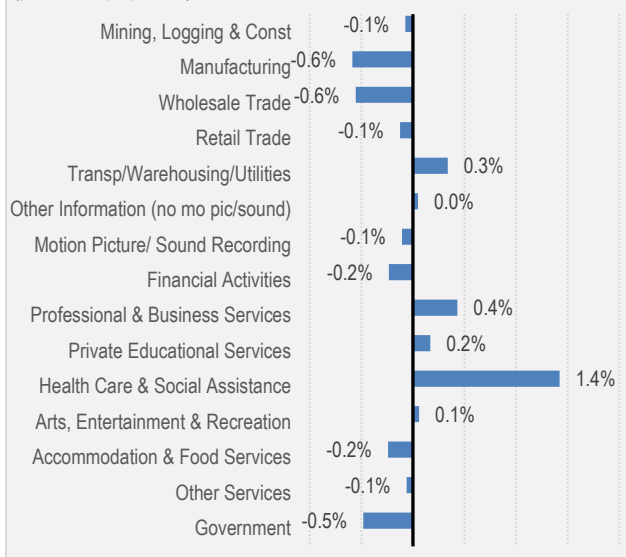


Exhibit 1-7 and **Exhibit 1-8** identify changes in the distribution and rank of payroll employment across these industries that occurred, respectively, from pre-pandemic 2019 to post pandemic 2023. These represent the longer term and secondary impacts that the COVID-19 pandemic had on our local economy.

Exhibit 1-7: Change in Employment Distribution
In Los Angeles County from 2019 to 2023
(percentage points)



While the top six industries have remained the same, industries ranked 7th, 8th and 9th shuffled around, with transportation, warehousing, and utilities boosting up two positions from 9th to 7th between 2019 and 2023, with that change attributed to job growth in the transportation sector. Financial activities fell to 8th place and wholesale trade fell to 9th.

Exhibit 1-8: Top 10 Largest Industries by Employment
in Los Angeles County

Rank	2019	2023
1	Health Care & Social Assistance	Health Care & Social Assistance
2	Professional & Business Svcs	Professional & Business Svcs
3	Government	Government
4	Accommodation & Food Svcs	Accommodation & Food Svcs
5	Retail Trade	Retail Trade
6	Manufacturing	Manufacturing
7	Financial Activities	Transp/Warehousing/Utilities
8	Wholesale Trade	Financial Activities
9	Transp/Warehousing/Utilities	Wholesale Trade
10	Other Services	Other Services

Six out of the fifteen industries presented in **Exhibit 1-7** increased their share of nonfarm employment in Los Angeles County with: health care and social assistance; professional and business services; transportation, warehousing and utilities; private education services, and arts, entertainment and recreation (which includes spectator sports) displaying the most percentage point growth. Industries who lost shares of nonfarm employment over the period include manufacturing, wholesale trade, and government.

City of Los Angeles

Employer firms in the City of Los Angeles County provided more than 1.9 million nonfarm jobs across all industries in 2023. **Exhibit 1-9** shows the distribution of payroll jobs in the City of Los Angeles by industry sector in 2019 and in 2023. Health care & social assistance, professional and business services, government, accommodation and food services, retail



trade, and manufacturing employ the most workers, together these 6 sectors employ slightly more than two-thirds of all nonfarm payroll workers in both years.

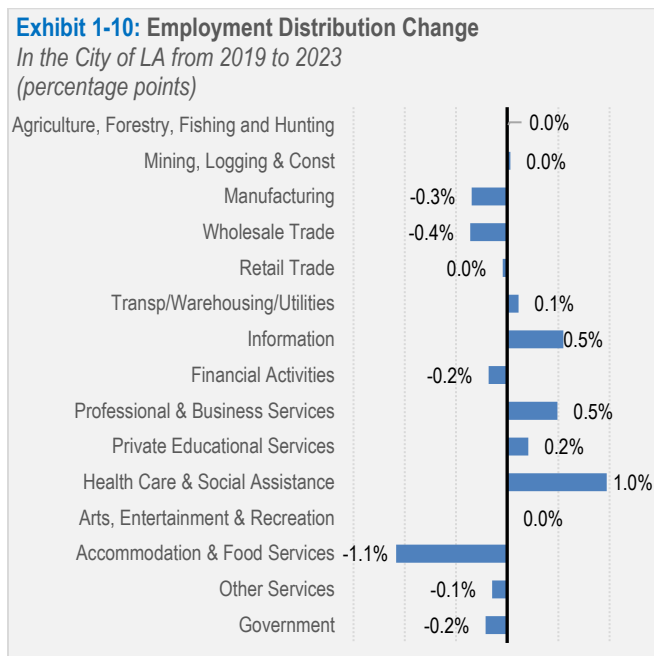
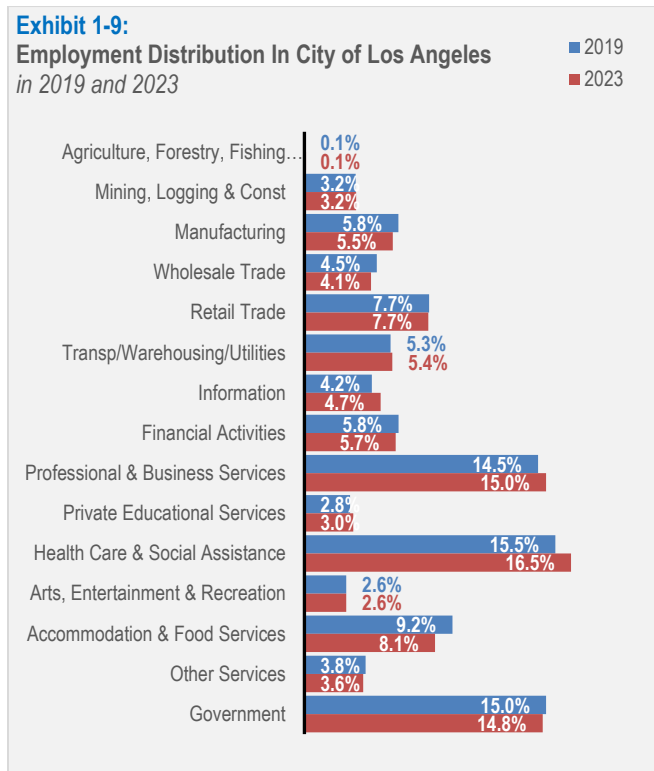


Exhibit 1-10 and Exhibit 1-11 identify changes in the distribution and rank of payroll employment across these industries that occurred, respectively, from pre-

pandemic 2019 to post pandemic 2023. These represent the longer term and secondary impacts that the COVID-19 pandemic had on our local economy.

Exhibit 1-11: Top 10 Largest Industries by Employment in the City of Los Angeles

Rank	2019	2023
1	Health Care & Social Assistance	Health Care & Social Assistance
2	Professional & Business Services	Government
3	Government	Professional & Business Services
4	Accommodation & Food Services	Accommodation & Food Services
5	Retail Trade	Retail Trade
6	Financial Activities	Financial Activities
7	Manufacturing	Manufacturing
8	Transp/Warehousing/Utilities	Transp/Warehousing/Utilities
9	Information	Wholesale Trade
10	Wholesale Trade	Information

The healthcare and social assistance industry retained its top position. Professional and business services and government maintained their 2nd and 3rd positions but swapped places. Likewise, information and wholesale trade held the 9th and 10th ranks in both 2019 and 2023, with their relative positions switching between the two years.

Eight out of the fifteen of the industries presented in Exhibit 1-10 increased their share of nonfarm employment in the City of Los Angeles with: health care and social assistance; professional and business services; information; and private education services displaying the most percentage point growth. Industries who lost shares of nonfarm employment over the period include accommodation & food services, wholesale trade, manufacturing, financial activities, government, other services, and retail trade.

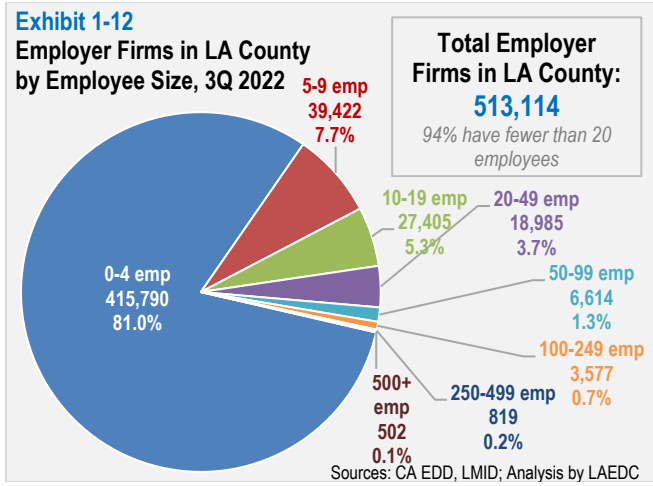
1:3 Business and Entrepreneurship

Los Angeles County is home to over 244,000 employer firms across its diverse industry base. These businesses vary in size by employment, wages paid and in revenues.

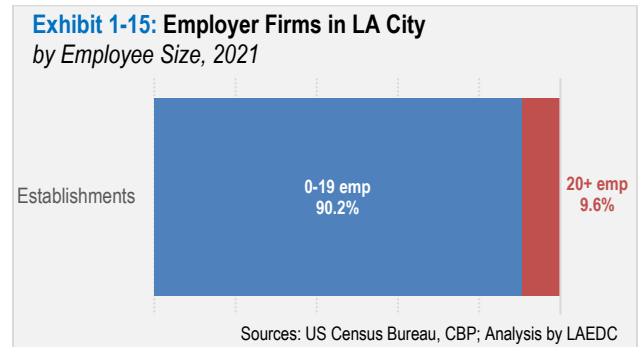
Business Size: A Home for Small Businesses

LOS ANGELES COUNTY

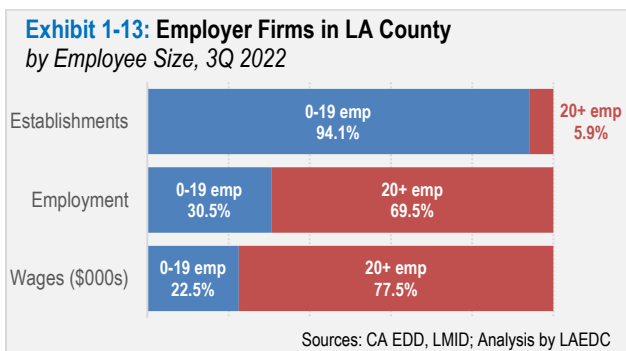
Over 94 percent of the employer firms in Los Angeles County have fewer than 20 employees, and just under 84 percent are considered microbusinesses, those with fewer than 10 employees (Exhibit 1-12).



Business establishments in the city employing fewer than 20 employees account for over 90 percent of all employer firms (**Exhibit 1-15**).



Business establishments in the county employing fewer than 20 employees account for 94 percent of all employer firms, 30.5 percent of all payroll employment and 22.5 percent of all wages (**Exhibit 1-13**).



The Role of Entrepreneurship and Small Business

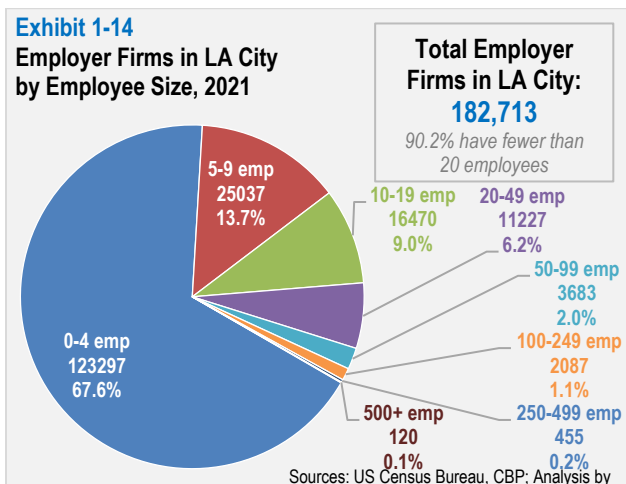
Small businesses and entrepreneurship help drive economic growth, fostering innovation, creating jobs, and provide an avenue for increased economic mobility. These small and nimble operations are often characterized by their flexibility, adaptability, and their innovation, and have additional benefits that extend beyond their financial contributions.

JOB CREATION

Small businesses play a large role in job creation, they can adapt quickly to changing market demands, leading to increased employment opportunities. The 1.6 million people employed in truly small businesses, with less than 20 employees, contribute to reduced unemployment and, consequently, reduced unemployment rates. As these operations grow, they require more labor, providing opportunities for individuals to enter or re-enter the workforce.

LOS ANGELES CITY

Over 90 percent of the employer firms in Los Angeles City have fewer than 20 employees, and just over 81 percent are considered microbusinesses, those with fewer than 10 employees (**Exhibit 1-14**).



Small businesses often foster a close-knit working environment where employees can feel valued and have a direct impact on the company's success. This leads to higher job satisfaction and increased employee engagement, contributing to productivity and long-term success.

Additionally, startups and small businesses often serve as incubators for new talent, providing valuable work experience and skill development.

INNOVATION

Small business and entrepreneurship are often a center of innovation and creativity. These operations are typically more agile than their larger counterparts,

enabling them to experiment with new ideas and solutions. This innovation fosters economic development by introducing new products, services, and business models that can disrupt and improve industries.

Their nimbleness allows them to swiftly respond to market changes, adapting their products or services to meet evolving consumer preferences. This flexibility allows them to seize new opportunities and navigate challenges more effectively than larger operations.

MARKET COMPETITION AND GLOBAL COMPETITIVENESS

The presence of small businesses ensures healthy competition in the marketplace. Their diverse array of products and services offer consumers more choices and increased efficiency. Competition encourages businesses, both small and large, to continually improve and innovate to meet customer needs.

Small businesses help diversify the economy as they operate across various industries. Their presence helps reduce dependence on a few large industries, making the economy more resilient to economic shocks. Diversification also enhances a region's ability to adapt to changing national or global trends.

Additionally, these small businesses can help drive our global competitiveness by fostering a culture of innovation. Successful small businesses can become key players in international markets, representing the economic strength and innovation of their home countries.

SMALL BUSINESS AND ENTREPRENEURIAL ECOSYSTEMS

Supporting small businesses and entrepreneurs to help them start, thrive and grow can lead to a larger



ecosystem that includes support networks, mentorship programs, access to funding, and educational resources. Governments, nonprofits, and private organizations often play a role in nurturing this ecosystem to facilitate the growth of small businesses.

LOCAL ECONOMIC DEVELOPMENT

Small businesses are often deeply rooted in their local communities. Their success has a direct impact on the economic health and vibrancy of the community. They bring economic activity to areas that may otherwise face challenges, contributing to the development of infrastructure, services, and a sense of community pride. Small businesses contribute to local tax revenue, support nearby suppliers, and enhance the overall quality of life. This interconnectedness reinforces community resilience and sustainability.

INCLUSIVE GROWTH: Small business and entrepreneurship provides an avenue for individuals from diverse backgrounds to participate in economic activities. It offers opportunities for minority-owned, women-owned, and other underrepresented businesses to thrive, promoting inclusive economic growth and mobility.

Recommendation

Encourage and support small business and entrepreneurship

Small businesses and entrepreneurship are vital pieces of our local economy. Their role in job creation, innovation, market competition, local economic development, make them indispensable, they are a means of helping the Los Angeles economy to achieve sustained growth and prosperity. Encouraging and supporting small business and entrepreneurship creates a strong foundation for a resilient and diverse economic landscape.

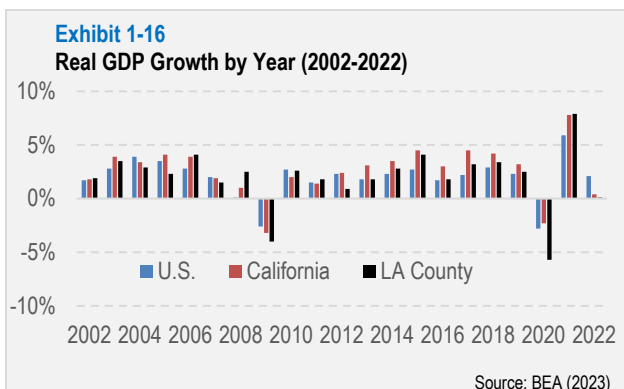
Additional research on truly small and micro businesses in the City of Los Angeles

Additional research diving deeper into quantifying truly small and micro businesses in the City of Los Angeles is recommended to understand the landscape specific to the city and its role in inclusive, equitable growth and economic mobility.

1:4 Economic Growth

Los Angeles County’s gross domestic product exceeded \$836 billion in 2021. This significant contribution represents about one quarter of California’s state product. Nationally, it ranks first in gross domestic product among U.S. counties. Its economic output surpasses all but seven U.S. states (excluding California). In the global context, if Los Angeles County were an independent nation, it would hold the rank of the world’s 19th largest economy.

Over the past two decades, Los Angeles County’s real gross county product grew from \$473.3 billion in 2001 to \$712.6 billion in 2022 (measured in 2012 real dollars). **Exhibit 1-16** compares the annual growth rate of real GDP for the U.S., California, and Los Angeles County. California and Los Angeles County often display higher annual growth than the nation.



Prior to the Great Recession, the U.S. had an average annual growth rate of about 2.3%, while California and Los Angeles County had slightly higher rates of approximately 2.4% and 2.8%, respectively. During the Great Recession, the U.S. contracted by about -2.6%, with California and Los Angeles County experiencing steeper declines of -3.2% and -4.0%. From 2010 to 2019, as recovery took place, the country experienced growth rates again, which were between 1.5% and 3% at the national level and between 1.5% and 4.5% at the state and county level.

Following the hit of the COVID-19 pandemic in 2020, GDP growth rates dropped to -2.8% and -2.3% in the U.S. and California, with Los Angeles County facing a sharper decline of -5.7%. In the aftermath of the pandemic, the U.S. experienced significant GDP growth of approximately 5.9% in 2021, followed by more moderate rates of about 2.1% in 2022. California and Los Angeles County had similar patterns, with substantial growth in 2021 (7.8% and 7.9%,

respectively) and much modest growth in 2022 (0.4% and 0.1%, respectively).

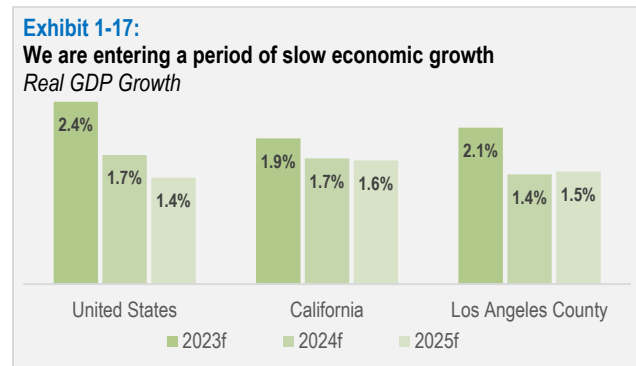
LAEDC Forecasts a Period of Slow Economic Growth

Los Angeles was hit with the COVID-19 pandemic in 2020 and the sharp economic dislocations that ensued. Los Angeles County saw a 5.7 percent contraction in real gross county product (GCP) and severe job losses, with total employment falling by 8.6 percent. It saw an exodus of workers from the urban core, tourism grind to a halt, and extended shortages of goods from supply chain disruptions. In response to the pandemic, the federal government injected roughly \$5 trillion into the national economy.

Los Angeles was on the path to economic recovery in 2021 and 2022 when it faced a new scourge: inflation. As the Federal Reserve rapidly hiked interest rates to slow the economy and rein in inflation, the region also experienced higher costs for mortgages, automobile loans, credit cards and business loans. As 2022 came to a close, the Los Angeles economy recovered the number of jobs lost during the COVID-19 pandemic. Moreover, inflation had subsided by the end of 2023, and the Federal Reserve had paused its rate hikes, easing fears that the country would tip into recession. As 2024 opens, we find that the large, systemic challenges that the region faced prior to 2020—from high housing costs to a slowing (now declining) population—are reemerging to take center stage.

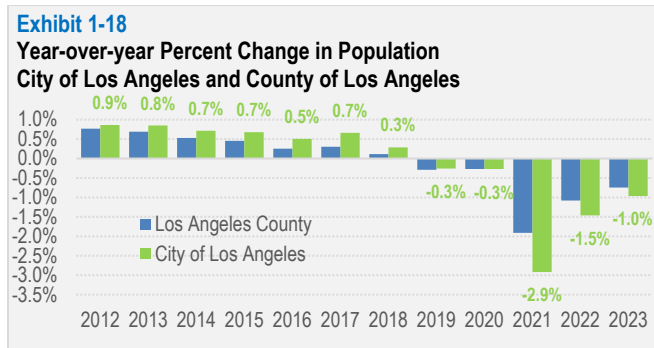
ECONOMIC GROWTH FORECAST

We forecast the U.S., California and Los Angeles County will experience more restrained economic growth over the next two years, with a projected real GCP growth rate of 1.4 percent in 2024 and 1.5 percent in 2025 in the county (**Exhibit 1-17**).



POPULATION DECLINE

Projections show that the Los Angeles region is expected to lose population over the foreseeable future. Both the City and County of Los Angeles began experiencing negative growth rates in 2019, but this decline was part of a general trend of slowing growth that has been ongoing for years (**Exhibit 1-18**). These losses were accelerated by the COVID-19 pandemic and the shift to remote work that occurred during that time.



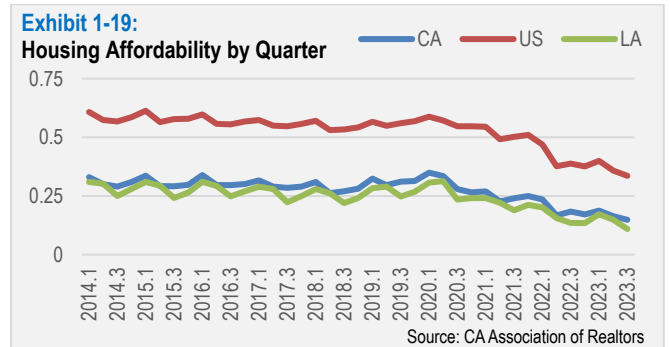
While the rate of population decline eased somewhat during 2022 and 2023, the losses are not expected to reverse. The California Department of Finance, which develops demographic estimates for counties in California, projects that by 2034—just ten years from now—Los Angeles County will fall below 9.5 million residents, down from its high of 10.2 million in 2018.³ In the long term, the potential end result of population decline is stagnating economic growth, due to the negative implications it has on our labor force.

In general, the factors behind regional population decline are many, ranging from the high cost of housing to demographic birth and death trends to high regulations and taxes to reduced immigration.

HOUSING AFFORDABILITY

Housing affordability is a significant challenge in the Los Angeles region. Data from the California Association of Realtors (CAR) show that as of the third quarter of 2023, only 11 percent of households in Los Angeles County can afford to purchase a median-priced, single-family home here. This is down from 31 percent just 10 years earlier (**Exhibit 1-19**).⁴

This lack of affordability hits Black and Latino communities particularly hard. In 2022, CAR statistics showed that while 17 percent of all households could



afford a median-priced home in Los Angeles County, only 9 percent of Black and 10 percent of Latino households could.

Renters are not immune from these effects either. The latest numbers from the U.S. Census Bureau indicate that a majority of renters in Los Angeles County (55.3 percent) and the City of Los Angeles (57.3 percent) are rent-burdened, meaning they pay more than 30 percent of their household income in rent.

The Los Angeles region needs to markedly increase the local housing supply to help moderate prices and increase affordability.

MOVING FORWARD

The region can address these challenges head-on, but it will have to do so in an environment of slower economic growth. While we believe that the nation and the Los Angeles region will avoid a recession during the next two years, higher interest rates will continue to weigh down the economy for some time. How we decide to address our challenges and position ourselves to take advantage of emerging opportunities will shape the trajectory, equity, and resilience of the regional economy into the future.

³ California Department of Finance. (2023, July). *Total Estimated and Projected Population for California and Counties: July 1, 2020 to 2060*. Report P-2A.

⁴ The median house price of \$897,610 in the third quarter of 2023 required a minimum qualifying income of \$235,200.

Recommendations

Develop programs and initiatives to increase capital investment and catalyze innovation and entrepreneurship

Through increased capital investment and innovation, though, the Los Angeles region could spur economic growth even with a declining population. Programs and initiatives can be developed to address barriers to investment, support small business, and catalyze entrepreneurship and innovation.

There are opportunities to employ innovative approaches to develop new housing at scale

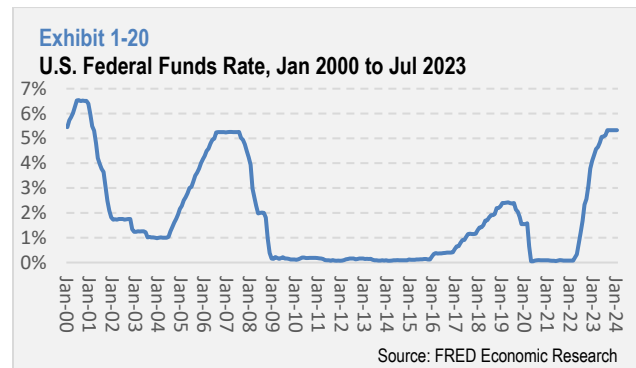
These opportunities range from regulations encouraging faster accessory dwelling unit (ADU) development to financing more adaptive reuse, particularly in underused downtown areas. They also include reducing potential barriers to increased housing development, such as the setting of impact fees; based on a 2015 survey, the average impact fee on a single-family home in California is more than four times that in other states.

1:5 Interest Rates, Inflation, and LA's Cost of Living

Fiscal and monetary policy are significant determinants of economic performance and the inflation rate. The United States Federal Reserve conducts monetary policy by influencing short-term interest rates and the amount of money and credit circulating in the economy. Fed policy triggers a chain of events that impacts the Federal Funds rate – the overnight interest rate at which commercial banks lend and borrow excess reserves. Changes in the Federal Funds rate affect short- and long-term interest rates, foreign exchange rates, the money supply, and the level of credit available to borrowers in the economy. These monetary factors significantly influence employment, prices, and economic output.

Exhibit 1-20 depicts the Federal Funds Rate (FFR) since 2000. At the beginning of the decade, the rate ranged from around 5.5% to 6.5%. Following the recessions in 2001 and 2008, the Federal Reserve (Fed) reduced the rate to almost zero. The rate remained at that level until 2016. When the COVID-19 pandemic hit the economy, it forced the Fed to impose another cut to almost 0%. However, with recent inflationary pressures, the Fed started implementing a tightening policy once more.

During the 2022 to 2023 cycle, the Fed increased rates 11 times to slow inflation. The rates were raised to 5.25%-5.50% at the July 2023 meeting, which represents the highest level in more than 22 years. After that, the interest rates have been kept unchanged at that level. In the most recent January 2024 meeting, Federal Reserve Chair Jerome Powell stated that reducing interest rates would not be appropriate until



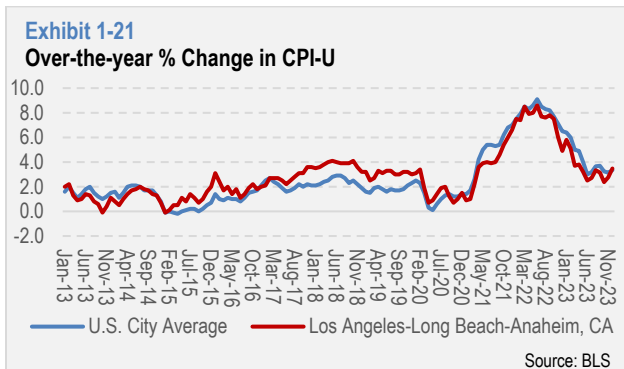
the committee gains more confidence that inflation is consistently progressing toward 2%.

Although interest rate projections are usually focused on the near term, some forecasts extend to the long term, ranging from 2 to 3 years. According to Trading Economics, their global macroeconomic models predict that the FFR would remain at 5.50% by the end of the current quarter and subsequently decline to 4.8% by the end of 2024 and trend around 3.75% in 2025. As of February 8, 2024, ING forecasted that 3-month interest rates would drop to 3.9% by the end of 2024 and 3% by the end of 2025.

Inflation

The Consumer Price Index (CPI), which measures the average price change over time of a basket of goods and services commonly purchased by households (such as food, transportation, housing, and medical care), is a commonly used indicator to track inflation trends in the U.S. or regional economy and to monitor changes in the cost of living. When the CPI increases, it indicates that the cost of living is increasing, and the purchasing power of the currency is decreasing.

Inflation became one of the main economic headlines since late 2021, when the nation entered a period of sharply rising prices for goods and services. **Exhibit 1-21** shows the year-over-year percent change in the CPI (i.e., comparing CPI in each month with the CPI in the same month of the previous year) over the period of January 2013 to June 2023 for the U.S. and Los Angeles-Long Beach-Anaheim Metropolitan Statistical Area (MSA).



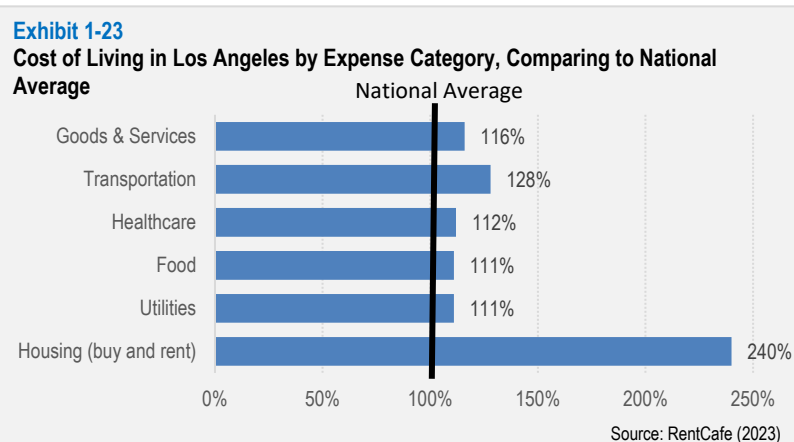
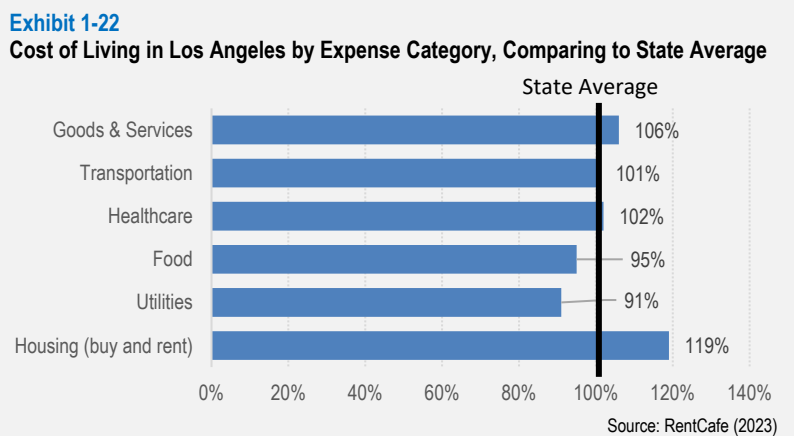
The year-over-year percent change in CPI has generally increased over time, with some fluctuations (i.e., with some years showing higher inflation than others). Comparing the Los Angeles metropolitan area with the U.S. city average level, the U.S. CPI experienced relatively moderate fluctuations. Moreover, the Los Angeles MSA had consistently higher inflation rates compared to the U.S. average level until 2021. Since 2021, the CPI has been increasing rapidly, with a peak of 9.1% in the U.S. and 8.6% in Los Angeles MSA in June 2022. Since June 2022, the CPI growth rate has been declining, although there was a slight increase beginning in the third quarter of 2023. As of December 2023, the year-over-year percentage increase in CPI stood at 3.4% for the U.S. and 3.5% for the LA metropolitan area, both still surpassing the Federal Reserve's target of 2.0 percent.

The Federal Reserve Bank of Cleveland provides estimates on the expected inflation rate for the next three decades for the U.S. These estimates are computed using a model that takes into account several factors including Treasury yields, inflation information, inflation swaps, and survey-based evaluations of inflation prospects. The estimates of 1-year, 2-year, 5-year, and 10-year expected inflation rates released in January 2024 are 2.43%, 2.33%, 2.18%, and 2.16%, respectively.

Cost of Living

Exhibit 1-22 and **Exhibit 1-238** compares the cost of living in Los Angeles with the state and national average levels, respectively, for various expense categories. Generally speaking, the cost of living in Los Angeles is 8% and 51% higher than the state and national average, respectively.

Looking at individual expense categories, housing in Los Angeles is 140% more expensive than the U.S. average. Groceries and clothing, which represent basic necessities, are about 16% more expensive in Los Angeles.



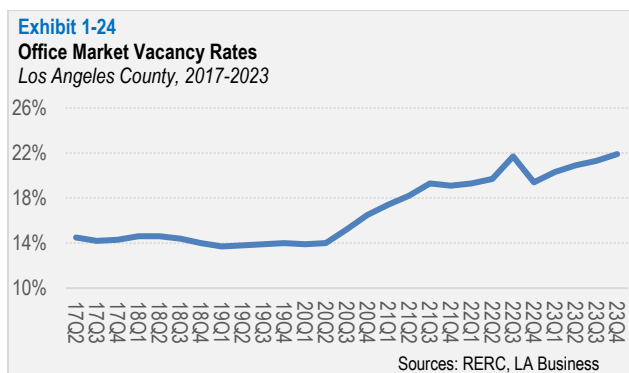
Angeles compared to the rest of the country. Additionally, healthcare services cost 12% more in Los Angeles, while other goods and services such as entertainment and grooming services are 16% pricier. Compared to state averages, housing in Los Angeles is about 19% and healthcare is about 2% more costly.

1:6 Beyond Recovery

The Los Angeles County economy has overcome most challenges faced during the COVID-19 pandemic. Total payroll jobs moved beyond pre-pandemic levels in late 2022. Following the recovery, population decline, housing supply and affordability, and poverty have risen to the surface as the county’s primary challenges. Over the past year, the county’s economy has been facing new challenges including labor disruptions, slowing global economic growth, geopolitical conflict, and a struggling office market feeling the continued effects of hybrid and remote work.

The Office Sector

The office sector in Los Angeles is facing challenges in the post-pandemic era. While it has seen steady growth in the past decade due to the expansion of tech companies and the need for innovative office spaces, it is now encountering challenges due to factors such as trends to remote work and downsizing office footprints by many businesses. Economic uncertainties, including high inflation rates and high interest rates, further contribute to the challenges faced by the office market in Los Angeles County. The market is facing high office market vacancy rates (**Exhibit 1-24**), weak leasing activities and negative absorption rates and defaults and foreclosures. Several office properties in downtown Los Angeles (DTLA) have undergone foreclosure due to missed payments and defaults, indicating distress in the DTLA office market.



Although the vacancy rate in Los Angeles is high compared to historical levels, it is still better than that of other major metro areas like San Francisco. This indicates a certain level of stability in demand. Additionally, vacant spaces and lower lease and rental rates are opportunities for new businesses to enter the market or for existing tenants to relocate or renegotiate new terms and reduced costs.

1:7 Upcoming Investment and Opportunity in the Region

Significant investment is occurring, and planned to occur, across Los Angeles County’s diversity of industries over the next few years. These investments have the potential to transform the region and markedly increase the job opportunities open to its residents, not only by growing industries but also by increasing mobility and access to job centers.

Transportation and Infrastructure

The Biden administration awarded a combined \$6.1 billion to the California High-Speed Rail Authority and Brightline West in early December 2023, covering a large fraction of the overall project cost for the Rancho Cucamonga to Las Vegas corridor.

Looking ahead, there are significant investments planned at our local airports including LAX’s plans to build a Terminal 9 and a Concourse 0 in advance of the 2028 Olympics, and Hollywood Burbank Airport’s plans to break ground on a retro replacement terminal with an anticipated opening of 2026. Beyond that, Hollywood Burbank Airport may also be home to a high-speed rail station.

In Downtown Los Angeles, the expansion of the Metro Rail continues in Downtown Los Angeles and beyond. The proposed Arts District Metro station at-grade stop would be located at the tail end of the Division 20 rail yard, just south of the Sixth Street Viaduct, and connect to surrounding streets via a pedestrian tunnel. And the K Line Northern Extension would create an important north-south link by connecting the K Line to Mid-City, Miracle Mile, West Hollywood, and Hollywood.

Much of the anticipated transportation-related infrastructure will come through two sources: Senate Bill (SB) 1, the Road Repair and Accountability Act of 2017, and the Infrastructure Investment and Jobs Act (IIJA). SB 1 is notable because it provides the first significant, stable, and ongoing increase in state

transportation funding in over twenty years, averaging about \$5.4 billion annually. It will be used by local agencies and Caltrans to fix roads and bridges, reduce traffic delays, improve goods movement, and increase options for transit, intercity rail, and active transportation.

IIJA will provide federal infrastructure funding to California based on formula and competitive grants. This funding will be used to support existing and new projects for bridge replacement and repairs, public transportation, and expansion of the Electric Vehicle charging network. It will also invest in the areas of climate action, zero-emission vehicle deployment, social equity, goods movement, and multi-modal transportation.

In the upcoming years, SB 1 and IIJA funding are expected to contribute to the development \$6.59 billion of currently planned projects in Los Angeles County.

With respect to goods movement, the U.S. Department of Energy (DOE) has awarded \$1.2 billion in grant funding to California's Alliance for Renewable Clean Hydrogen Energy Systems (ARCHES) to create a clean hydrogen (H₂) hub at the Ports of Long Beach and Los Angeles. This investment will help develop the green economy in Los Angeles County and in the process create new jobs while reducing pollution in affected neighborhoods.

Spectator Sports

The Los Angeles Basin (comprised of Los Angeles and Orange counties) is one of the two largest markets for collegiate and professional sports in the United States. The professional sports landscape continues to grow in the Los Angeles Basin. Continued massive investments in infrastructure include the continuing construction of the Intuit Dome in Inglewood adjacent to the recently completed SoFi Stadium and Kia Forum. Once completed, its opening will provide significant job opportunities in the industry here in Los Angeles County.

Los Angeles Rams: Stan Kroenke, owner of the Los Angeles Rams is investing a reported \$650 million to develop 100 acres of land to serve as the team's practice and headquarters facility in the Valley. The facility, which is expected to be open by next season, is just one piece of the planned development; it's intended to be mixed-use, boasting residential, commercial, and retail spaces in the future.



Intuit Dome/Clippers Stadium.

Source: Phillips Steel.

<https://phillipssteel.com/wp-content/uploads/2023/04/Intuit1-scaled.jpg>

Additionally, the extensive sporting infrastructure in the region has positioned Los Angeles to host the 2026 FIFA World Cup, and the LA28 Olympic and Paralympic Games without the construction of additional stadiums, events that will bring a tremendous amount of tourism and spending to the region.

July and August 2028 mark the arrival of the 2028 Summer Olympics and Paralympic Games in Los Angeles where an estimated 15,000 athletes from across the globe are expected to compete. The Olympic and Paralympic Games will use existing world-class stadiums and sports venues across the Los Angeles region and represent economic opportunity for Los Angeles' tourism-related industries and businesses of all sizes who successfully engage in procurement opportunities.

New Housing

The City of Los Angeles is updating community plans, which could serve as a catalyst to investments in residential development, through new zoning rules, accelerated permit and approval times, and the expansion of the adaptive reuse ordinance. One such upcoming adaptive reuse project includes a recent proposal from Jamison Services to transform the 33-story tower at 1055 W. 7th Street, once the ARCO headquarters, into 691 apartments.

Film and Television Production

In our film and television production industry, Los Angeles County had, as of last year, 17 studio projects in various stages of development, encompassing 155 planned stages and approximately three million square

feet of space. Los Angeles currently is the world leader in terms of the amount of overall stage space available.

Hackman Capital continues to invest in infrastructure at the Radford Studio Center and TV City, Fox Corporation is planning to redevelop its historic Fox Studio Lot in Century City, and Warner Bros. has started work on redeveloping its historic ranch lot. All will update and add much needed soundstage space for the industry moving forward.

Bioscience

In addition to what is outlined above, additional investment is taking place in a number of areas. In the higher education space, the State of California is supporting regional innovation by spending \$200 million to help UCLA acquire the former Westside Pavilion shopping mall in West Los Angeles to house the UCLA Research Park, including the California Institute for Immunology and Immunotherapy (CIII) and UCLA's Center for Quantum Science and Engineering. The State also intends to invest another \$300 million to establish and fund the CIII.

Recommendations

- Engage in outreach efforts to connect diverse-owned businesses to upcoming procurement opportunities in both infrastructure projects and the 2028 Summer Olympics and Paralympics.
- Provide support services to small businesses to scale their operation to take advantage of procurement opportunities with public agencies who have complex procurement processes and lengthy repayment windows.
- Workforce development opportunities may exist upon completion of large-scale developments in the sports entertainment industry, connecting local residents to employment opportunities.
- Local hire requirements for large projects represent opportunities for engaging local residents and connecting them with opportunities in the construction trades.



Westside Pavillion – Future site of UCLA Research Park

Source: www.msn.com. <https://img-s-msn-com.akamaized.net/tenant/amp/entityid/AAImqxD6.img?w=1170&h=779&m=4&q=79>.

2 DEMOGRAPHIC PORTRAIT

Key Findings for this Section

- The population of Los Angeles County in 2022 was 9.7 million, accounting for 25 percent of the population of the State of California.
- Just over 39 percent of the county population lives within the City of Los Angeles.
- Los Angeles County lost more than 435,000 (-4.3 percent) residents between 2020 and 2022.
- The City of Los Angeles has lost 230,000 residents since 2018, representing a 5.8 percent decrease or an annual average decline of -1.2 percent.
- In both the City of Los Angeles and Los Angeles County overall, about 70 percent of the resident population is of working age (15 to 65 years of age).
- As of 2022, there are 60,704 veterans living in the City of Los Angeles, and an additional 138,956 veterans reside in other parts of Los Angeles County.
- In the City of Los Angeles, 47.8 percent of residents reported to be of Hispanic.
- The City of Los Angeles alone accounts for 44 percent of the foreign-born population in the County with nearly 1.4 million foreign-born residents.
- Over half of the population in Los Angeles County (55 percent) and the City of Los Angeles (56 percent) speaks a language other than English at home.
- In the City of Los Angeles, 38 percent of the population 25 years and over have a high school diploma (or equivalent), or some college or certificate, but less than an Associate's degree.
- Residents with some college or an associate degree experienced the highest unemployment rate of 5.5 percent in the City (4.8 percent in the County).
- Workers in the city with a graduate or professional degree earn an annual wage premium of more than \$60,000 over those with less than a high school education (\$62,000 in the county).
- The City of Los Angeles contained 1.4 million households in 2022, representing approximately 42 percent of the total households in the county.
- The median home value in the city of Los Angeles was \$903,700 (\$805,600 in the county) in 2022, which was higher than the statewide median of \$715,900.
- Nearly 60 percent of residents in the City of Los Angeles are rent burdened and paid rent that was greater than 30 percent of their income.
- In the City of Los Angeles, about 43 percent of working residents earn more than \$65,000 per year.
- In the City of Los Angeles, 35 percent of households earn less than \$50,000 per year, and 23 percent earn over \$150,000 per year.
- In the City of Los Angeles, the share of households below the poverty line is 16.4 percent (14.1 percent in LA County).
- Single mothers with children under the age of 18 years were the largest segment of families living below the poverty line, with 36 percent in the city and 34 percent in the county.
- About 20 percent of residents are juveniles (<18 years) and 15 percent are seniors (65+ years) in both the city and the county.
- Have a higher rate of poverty in the City of Los Angeles (18.1 percent) compared to the county (15.0 percent).

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

2.1 Overview

Los Angeles County stretches across a vast geographical area of 4,088 square miles, adjacent to Orange, San Bernardino, Kern, and Ventura counties in Southern California. The population of Los Angeles County in 2022

was 9.7 million, encompassing some 3.4 million households and accounting for 25 percent of the population of the State of California, making it the most populous county in the nation (**Exhibit 2-1**). The median age is 38.2 years.

Just over 39 percent of the county population lives in its largest city and county seat, the City of Los Angeles, with a population of 3.8 million across 1.4 million households in 2022. The median age, at 37.1 years, is slightly lower

Exhibit 2-1
Selected Demographic and Income Characteristics 2022

	California	LA County	City of LA
Population	39,029,342	9,721,138	3,822,224
Median age	37.9	38.2	37.1
Households	13,550,586	3,415,726	1,439,805
Average household size	2.82	2.79	2.58
Median household income	\$91,551	\$82,516	\$76,135
HH below poverty level	12.1%	14.1%	16.4%
Per capita income	\$46,661	\$43,171	\$45,270
Individuals below poverty	12.2%	13.9%	16.8%
Median home value	\$715,900	\$805,600	\$903,700

Source: 2022 ACS 1-year estimates

than the county average, but was 2.1 years higher than the median age of 35.0 years in 2014.

Median household income (MHI) in Los Angeles County, estimated to be \$82,516, is approximately ten percent lower than the state median and \$26,770 more than the MHI of \$55,746 in 2014 (not adjusted for inflation). At \$43,171, per capita income in the county has nominally increased by 52% from \$28,373 in 2014 and is ten percent below the state average. The City of Los Angeles has a median household income of \$76,135 (up from \$50,544 in 2014) and a per capita income of \$45,270 (up from \$29,195 in 2014).

Approximately 14 percent of households in Los Angeles County and 16 percent in the City of Los Angeles lived under the poverty level in 2022, compared to 12 percent of households across the state. This compares to 17 percent of households in Los Angeles County and 20 percent in the City of Los Angeles that lived under the poverty level in 2014. ❖

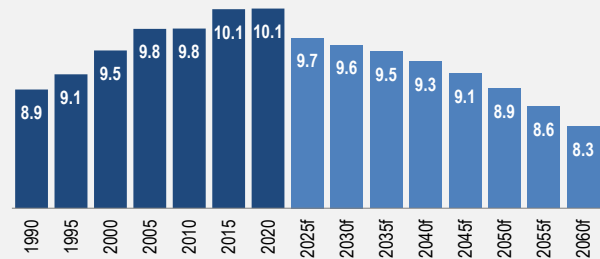
2.2 Population

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

Population has been declining in both the county and the city. 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. 2022 marked the fourth consecutive year of population decline. The county’s share of the state population has decreased from 27.3 percent in 2006 to 24.9 percent in 2022. The California Department of Finance forecasts that the county’s population will

continue to decrease, reaching 9.3 million by 2040 and 8.3 million by 2060 (**Exhibit 2-2**). This population decrease can be attributed to a range of factors, including a declining birth rate, rising living costs, and shifts in other economic, cultural, and social dynamics resulting in overall decreases in net immigration.

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



Source: California Department of Finance

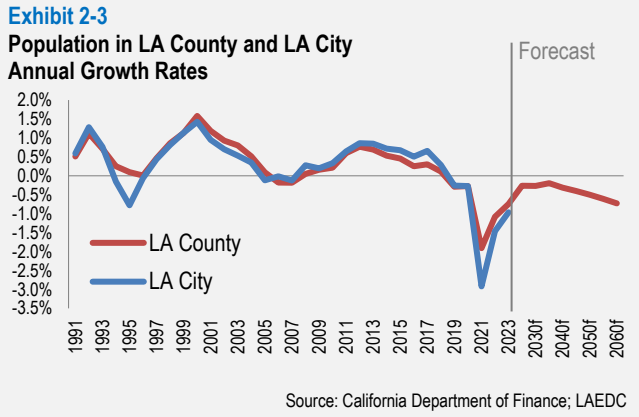
Population Growth

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

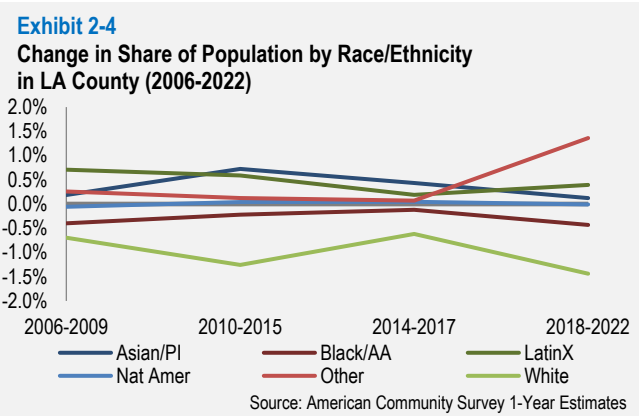
As of January 2023, the total population of Los Angeles County was 9,761,000, representing a 0.7 percent decrease from the previous year and marking the fourth consecutive year of population decline. While the county continues to be the most populous within the state, and nation, its share of the state population has decreased from 27.3 percent to 24.9 percent.

While the population growth in the region and state has generally slowed due to both pandemic impacts and more longstanding trends, Los Angeles County’s decrease is somewhat more pronounced. The county’s population decrease can be attributed to a range of factors including a decline in foreign immigration, a declining birth rate, and high living costs compared to other areas resulting in domestic out-migration.

Since 1990, the population in the county grew significantly; however, population peaked in 2018 with nearly 10.2 million residents. From 1990 to 2018, the population grew at an average annual growth rate of 0.5 percent per year. From 2019 through 2023, the population declined at an average annual rate of -0.9 percent. (**Exhibit 2-3**). The county’s current annual growth rate from last year is approximately -0.7 percent.

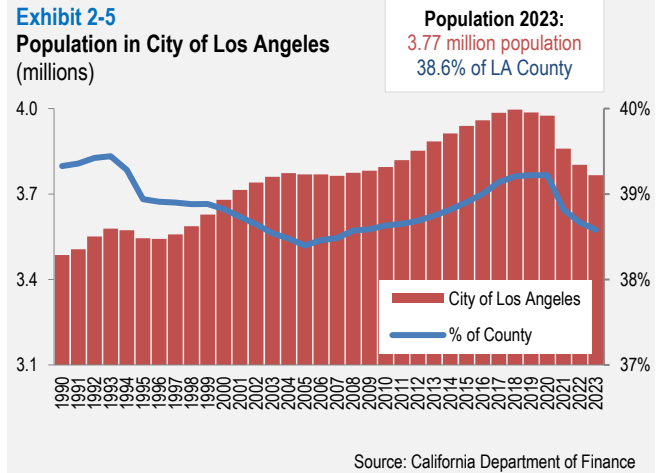


Additionally, there have been significant variations in population trends among different racial and ethnic groups (**Exhibit 2-4**). Over the period from 2006 to 2022, both the Black/African American and White populations experienced declines of over 10 percent, whereas the



Asian and Hispanic/Latino populations grew by approximately 7.0 percent and 2.6 percent, respectively.

The population in the City of Los Angeles has also declined in recent years after a prolonged period of growth that lasted from 1990 through 2018. Just under 511,000 residents were added, an increase of 14.7 percent between 1990 and 2018, an average annual growth rate of 0.5 percent (**Exhibit 2-5**). At its high point in 2018, the City of Los Angeles had 3,996,000 residents. Since 2018, however, the city lost 230,000 residents, representing a 5.8 percent decrease or an annual average decline of -1.2 percent. Similar to the county, the decrease in the city’s population is attributable to multiple factors including the pandemic, a decline in foreign immigration, a declining birth rate, and increased out-migration.



As of January 1, 2023, the City of Los Angeles had 3.77 million residents, reflecting a decrease of -1.0 percent from the previous year. The city’s residents accounted for 38.6 percent of the 9.76 million residents countywide.

Age Distribution

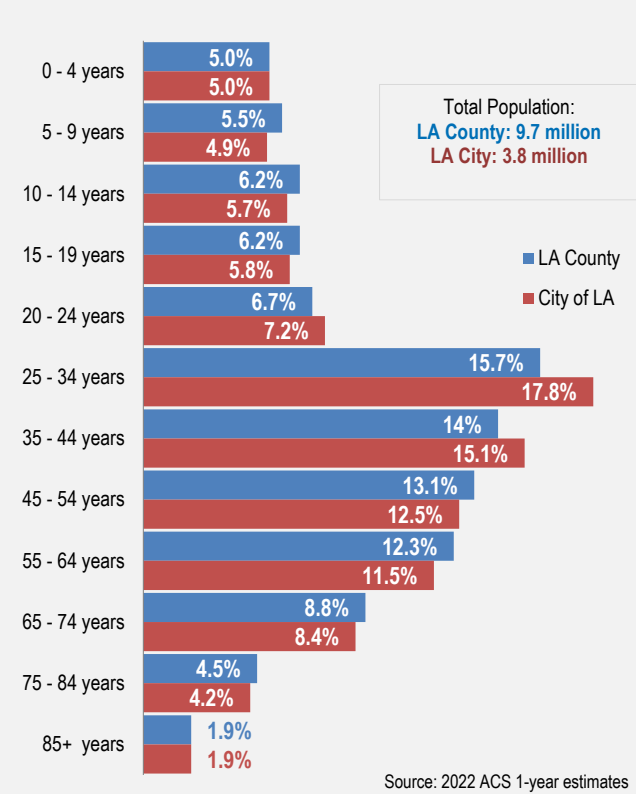
The age distribution of the population offers insights into future labor force dynamics and evolving needs in areas such as housing, education, healthcare, and other social services.

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

The age distribution in the City and the County of Los Angeles are similar. In both the City of Los Angeles and Los Angeles County overall, about 70 percent of the resident population is of working age (from 15 to 65 years of age). Seniors (those aged 65 years and over) account for approximately 15 percent of the population (**Exhibit 2-6**).

The population in the City of Los Angeles and Los Angeles County as a whole is expected to continue to age as the share of residents aged 65 years and older increases by 2030. This has implications for the ability of the workforce to fill local jobs, especially those jobs requiring a higher level of manual labor.

Exhibit 2-6
Age Distribution of Population 2022



Veteran Population

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

As of 2022, there are 60,704 veterans living in the City of Los Angeles, and an additional 138,956 veterans reside in other parts of Los Angeles County. This results in a total of 194,745 veterans living countywide.

Exhibit 2-7 shows the veteran population ages 18 years and older as a share of the population of the same age in Los Angeles County and the City of Los Angeles. Not surprisingly, veterans make up only a small portion of the population younger than 55; in the county, only 0.8 percent of the population aged 18 to 34 years (0.7 percent in the city) and 1.7 percent of the population aged 35 to 54 years (1.2 percent) are veterans. The biggest concentration of veterans is in the population aged 75 years and older, where 9.7 percent of these residents in the county and 8.2 percent in the city are veterans.

Exhibit 2-8 shows the gender distribution for the veteran population ages 18 years and older by age group in Los Angeles County and the City of Los Angeles in 2014.

Exhibit 2-7
Veteran Population by Age Group 2022
As a percentage of total cohort population

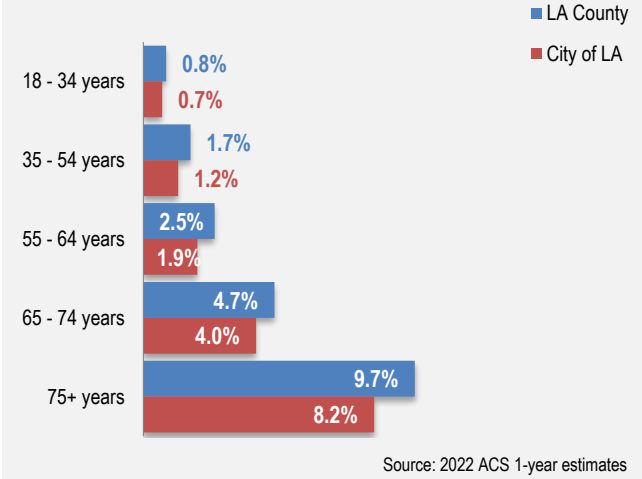
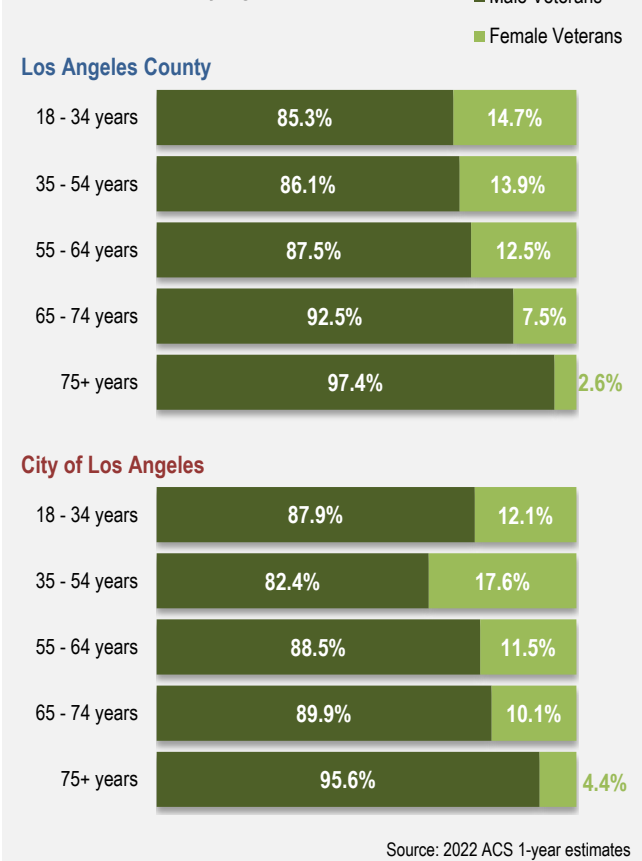


Exhibit 2-8
Veteran Population by Age and Sex 2022



Of all veterans living in Los Angeles County, 91 percent are male. The share of male veterans is similar within the boundaries of the City of Los Angeles with 90 percent. The share of male veterans significantly exceeds those of female veterans across all age groups. However, younger

age groups have a larger share of female veterans compared to older age groups as female participation in the armed forces has increased over time. ❖

2.4 Race, Ethnicity and Language Capability

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

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

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

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

The population in Los Angeles County in 2022 is both ethnically and racially diverse. The share of the residents who reported to be of Hispanic origin is 49.0 percent while 24.5 percent reported to be white (**Exhibit 2-9**). In the City of Los Angeles, 47.8 percent of residents reported to be of Hispanic origin and 28.0 percent reported to be white.

Exhibit 2-10 displays the race and ethnicity distribution within each age group in 2021 in Los Angeles County and the City of Los Angeles. These are quite similar, with a larger proportion of residents identifying as of Hispanic or Latino background in the younger cohorts.

Exhibit 2-9
Race and Ethnicity 2022

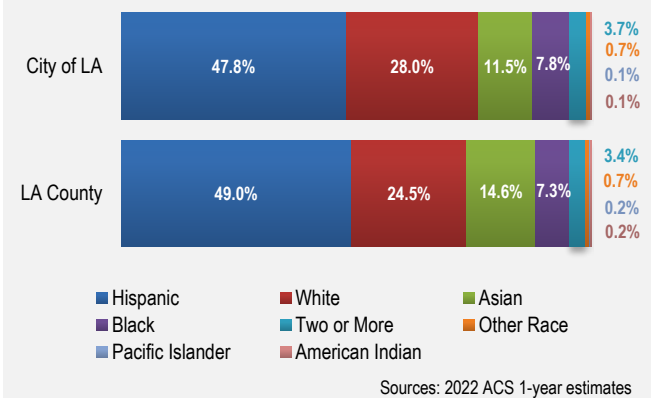
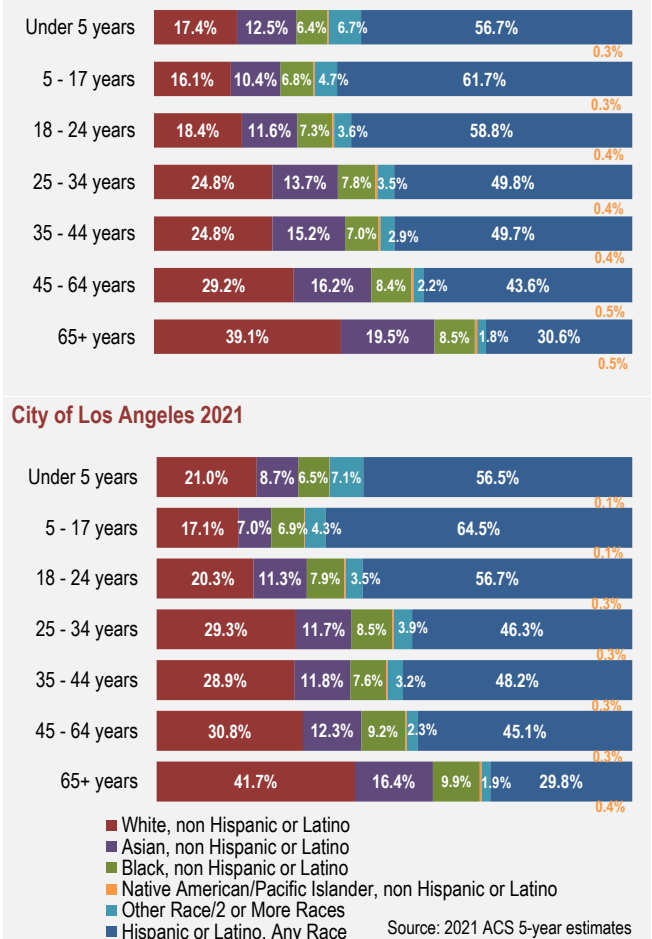


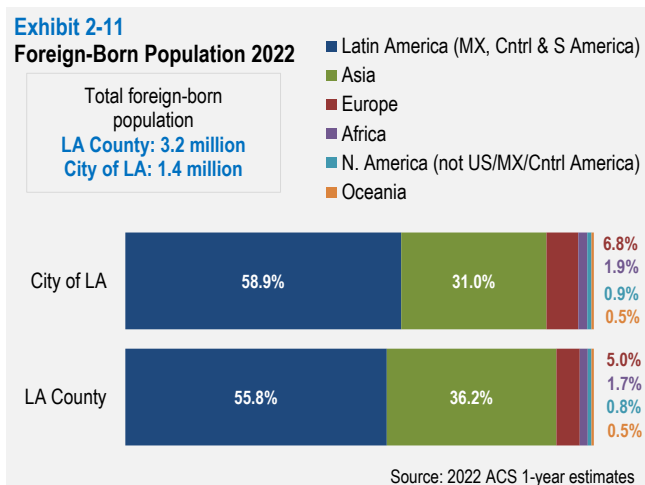
Exhibit 2-10
Age Distribution by Race/ Ethnicity
Los Angeles County 2021



Foreign Born Population

Los Angeles County is home to just over 3.2 million immigrants from around the world, and hosts the largest communities of expatriates of several nations; the City of Los Angeles alone accounts for 44 percent of the foreign-born population in the County with nearly 1.4 million foreign-born residents.

Nearly 60 percent of the foreign-born population originates from Latin America, which includes Mexico, Central America (including El Salvador, Guatemala, Honduras, Nicaragua, Belize, Costa Rica, Panama, and the Dominican Republic) and all of South America (**Exhibit 2-11**).



Approximately one third of the foreign-born population comes from eastern and southeastern Asia (including the countries of China, Korea, Japan, Philippines, Vietnam and Cambodia). The remaining foreign-born population, roughly 10 percent, comes from the rest of the world, including Africa, Europe and Canada.

Language Ability

Language ability is an important aspect of employment and economic participation. Over half of the population in Los Angeles County (or 55 percent) and the City of Los Angeles (or 56 percent) speaks a language other than English at home, with Spanish being the most common language, spoken by 38 percent and 39 percent of the population in the county and city respectively (**Exhibit 2-12**). Just 45 percent of residents speak only English at home in Los Angeles County, while that share is only 44 in the City of Los Angeles.

English-speaking capability is highly-variable among different nationalities. **Exhibit 2-13** shows the

population of both Los Angeles County and the City of Los Angeles in homes where languages other than English are spoken, along with the share of those residents who speak English less than well.

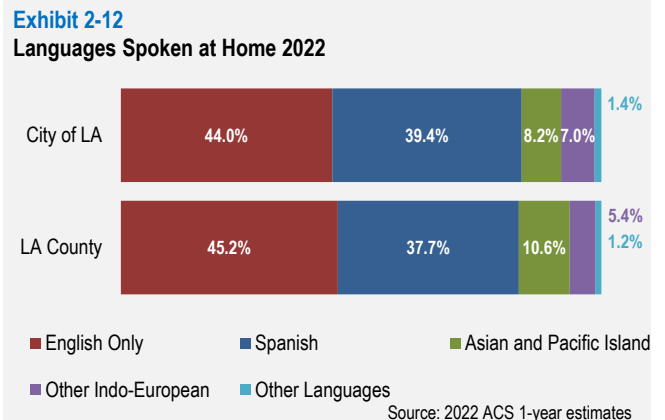


Exhibit 2-13 Languages Other than English Spoken at Home 2022

Language Spoken at Home	LA County		City of LA	
	Total Population (000)	Speak English Less Than Well	Total Population (000)	Speak English Less Than Well
Spanish	3,480.6	15.9%	1,431.4	18.4%
Other Indo-European	497.8	5.4%	254.2	7.0%
Asian and Pacific	975.1	10.6%	297.2	8.2%
All other non-English	110.2	1.2%	52.1	1.4%
LA County Total	5,063.6	23.5%	2,034.9	25.2%

Source: 2022 ACS 1-year estimates

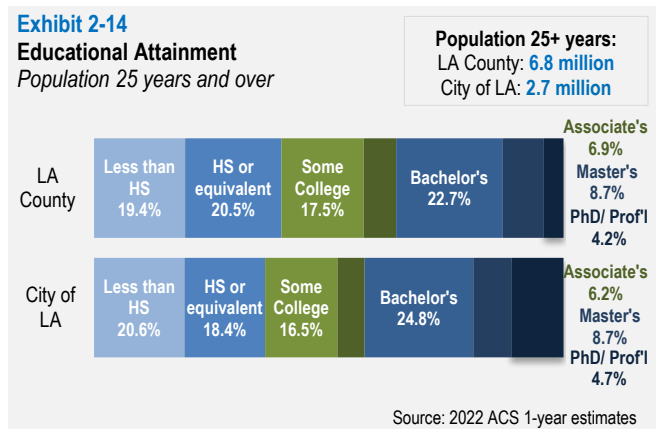
Of the 5.1 million residents of Los Angeles County that speak languages other than English at home, approximately 24 percent speak English less than well, while 25 percent of the 2.0 million residents in the city who speak languages other than English speak English less than well. This implies that of all Los Angeles County residents, a little over 12 percent speak English less than well—slightly lower than the 13 percent share in the city.

2.5 Educational Attainment and Economic Opportunity

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

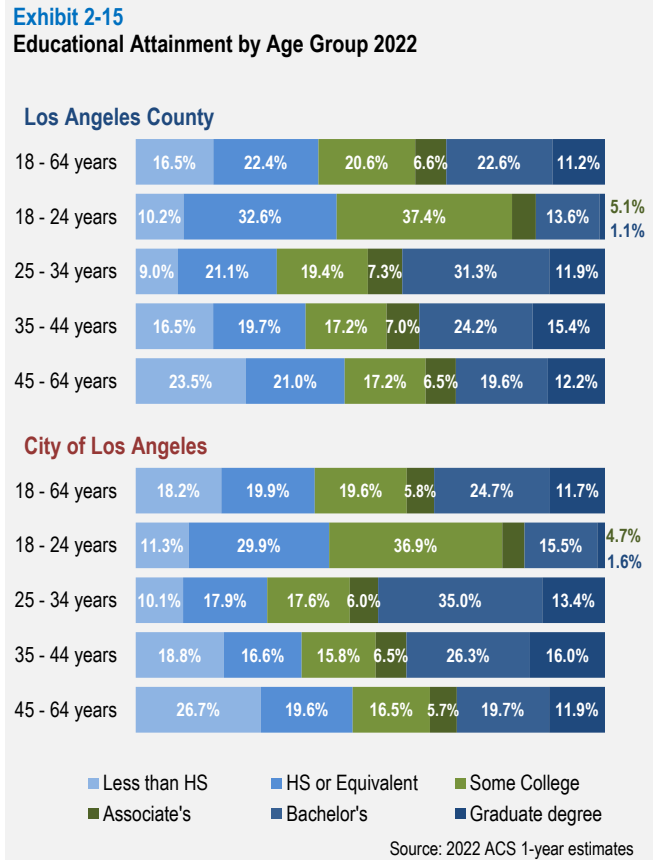
Additionally, areas with high levels of educational attainment may be sought out by businesses during their site selection process if they require highly educated and high-skilled workers. Understanding the gap between workforce needs and resident capabilities can provide insight into the need for training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

The population of residents aged 25 years and older in Los Angeles County numbered 6.8 million in 2022, and 2.7 million in the City of Los Angeles. Almost 20 percent of county residents in this age group have not earned a high school diploma (or equivalent) while almost 21 percent have graduated high school but have no other education (**Exhibit 2-14**). Nearly 36 percent of county residents have a bachelor’s degree or higher. The distribution of educational attainment in the City of Los Angeles is quite similar.



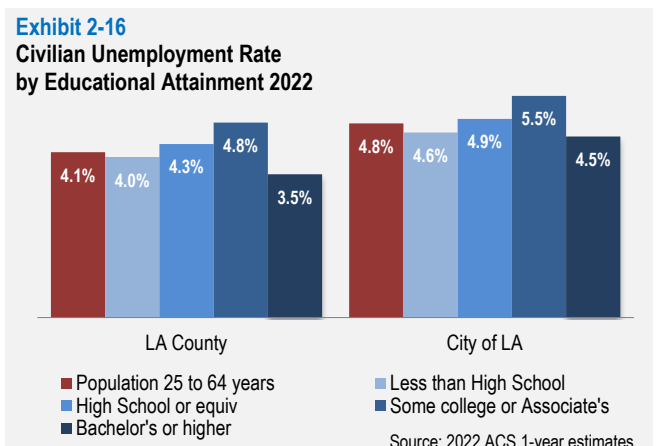
The distribution of educational attainment across various age groups also provides valuable information about composition of each level of educational attainment in regard to age in Los Angeles County and the City of Los Angeles. **Exhibit 2-15** shows the distribution of educational attainment levels for the residents ages 18 and over of both geographies broken out into five age groups.

The cohort of residents aged 18 to 24 years are still highly involved in the educational system, with 37.4 percent of county residents in this age group having attained some college education. Completion of a bachelor’s degree program was attained by 31.3 percent of those aged 25 to 34 years, while older age groups show lower levels of educational attainment. This implies that the resident population is attaining higher levels of education than in the past.



One might expect unemployment to be highly correlated with educational attainment, however that is not the case in Los Angeles County and the City of Los Angeles.

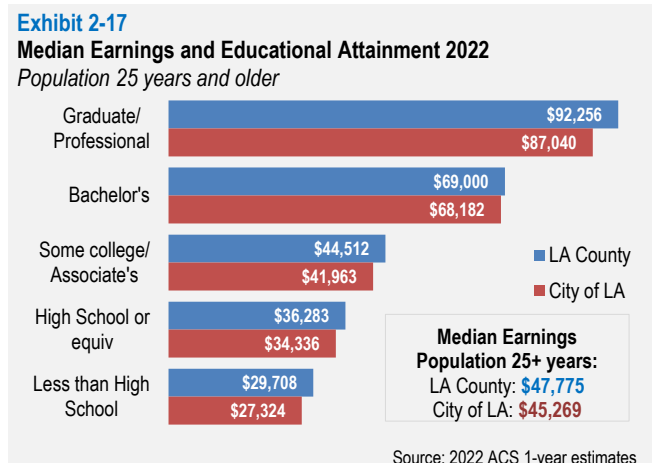
Overall, the unemployment rate for individuals aged 25 to 64 years was 4.1 percent in the county (4.8 in the city) in 2022. The rates of those with low levels of educational attainment are comparable to the overall rate, with those with a high school diploma or equivalent doing slightly better (**Exhibit 2-16**).





Residents with some college or an associate degree experienced a higher unemployment rate of 4.8 percent in the County (5.5 percent in the City). Those with a bachelor’s degree or higher fared best with an unemployment rate of 3.5 percent in the County (4.5 percent in the City) in 2022. That being said, higher levels of educational attainment are highly correlated with higher earnings.

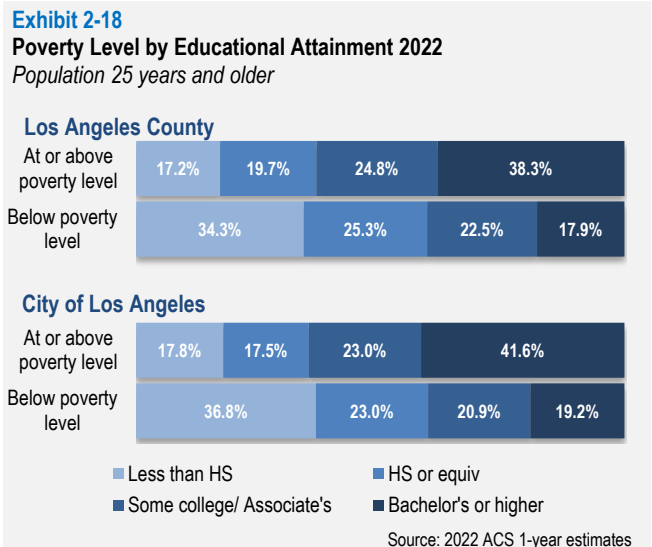
Exhibit 2-17 shows that workers in the county aged 25 years and older with a graduate or professional degree earn an annual wage premium of more than \$62,000 over those with less than a high school education (almost \$60,000 in the city).



The rates of unemployment and lower annual median earnings combine to yield higher levels of poverty for those with lower levels of educational attainment (**Exhibit 2-18**).

Of residents of Los County aged 25 years and older whose income fell below the poverty level in the previous twelve months, 34.3 percent had less than a high school education. Another 25.3 percent were those with just a high school diploma or equivalent. Together, residents

with a high school diploma or less accounted for 59.6 percent of those whose income fell below the poverty threshold the prior year.



By contrast, of those whose income was above the poverty line, only about one third had a high school diploma or less.

The distribution of educational attainment of those above and below the poverty level is similar in the City of Los Angeles to that in the county. ❖

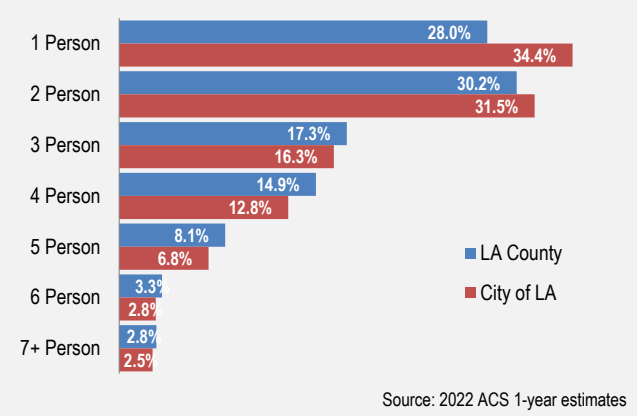
2.6 Households and Housing

There were 3.4 million households in Los Angeles County in 2022, with an average household size of 2.8 people per household. The City of Los Angeles contained 1.4 million households in 2022, representing approximately 42 percent of the total households in the county. The average household size in the city in 2022 was 2.9 people per household.

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

One- and two-person households account for 58 percent of all households in the county and 66 percent in the city (**Exhibit 2-19**). However, the region also has a significant number of larger sized households: 14 percent of all households in the county and 12 percent of households in the city have five or more people.

Exhibit 2-19
Households by Size 2022



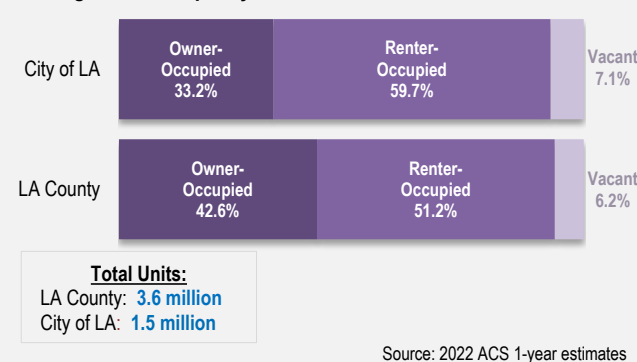
Housing

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

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

In 2022, there were 3.6 million housing units in Los Angeles County, 42 percent of which (1.5 million units) were located in the City of Los Angeles. The occupancy status and tenure of all housing units are shown in Exhibit 2-20.

Exhibit 2-20
Housing Units Occupancy and Tenure 2022



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



approximately seven percent of all housing units in the city and six percent of all housing units countywide.

Median home values are used to compare the price of real estate across different areas and over periods of time. The median is deemed a reliable estimate as it is not affected by the presence of extremely high or low valued transactions, and is therefore used to compare real estate prices across different areas. The median home value in Los Angeles County was \$805,600 in 2022, which was lower than the \$903,700 median in the City of Los Angeles, yet higher than the statewide median of \$715,900.

The conventional housing affordability index, as reported by the California Association of Realtors, reveals that only 17 percent of households in Los Angeles County can afford a median-priced home in 2022 (Exhibit 2-21).

Exhibit 2-21
2022 Traditional Housing Affordability Index by Ethnicity

	All	White	Asian	Hispanic/ Latino	Black
Los Angeles	17	25	22	10	9
Orange	14	16	15	8	12
Riverside	28	31	36	24	31
San Bernardino	36	40	48	32	29
Ventura	20	24	31	11	N/A
CA single-family home	21	26	31	12	12
CA Condo/Townhome	30	35	41	20	18
United States	43	46	58	36	28

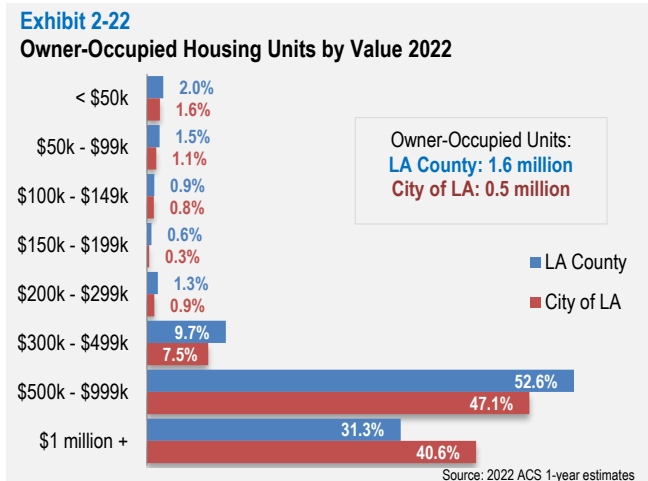
Source: California Association of Realtors (2023)

In Southern California, Los Angeles County ranks the second lowest in terms of housing affordability. Furthermore, there exists a notable disparity in housing affordability across various racial and ethnic groups. In general, Hispanic/Latino and Black households face substantially lower housing affordability when compared to White and Asian households. In Los Angeles, the index stands at 25 and 22 for White and Asian households. On

the other hand, the housing affordability index is 10 and 9 for Hispanic/Latino and Black households, respectively, meaning that only 9-10 percent of these families can afford to purchase a median-priced home.

Owner-Occupied Units

Approximately 1.6 million units in Los Angeles County and 0.5 million units in the City of Los Angeles are owner-occupied. The value of these homes varies from less than \$50,000 to millions of dollars (**Exhibit 2-22**).



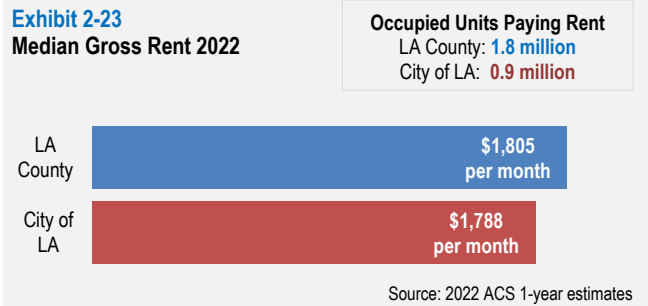
Around half of the owner-occupied housing stock, or 53 percent of units and 47 percent of units in the county and city respectively, falls within the price range of \$500,000 to \$999,000. Another 31 percent in the county and 41 percent in the city are valued at \$1 million and above.

Consequently, only 16 percent of units in the county and 12 percent of units in the city are valued below \$500,000. Housing units valued below \$300,000 account for only seven percent of total housing stock in Los Angeles County, and only five percent in the City of Los Angeles.

Renter-Occupied Units

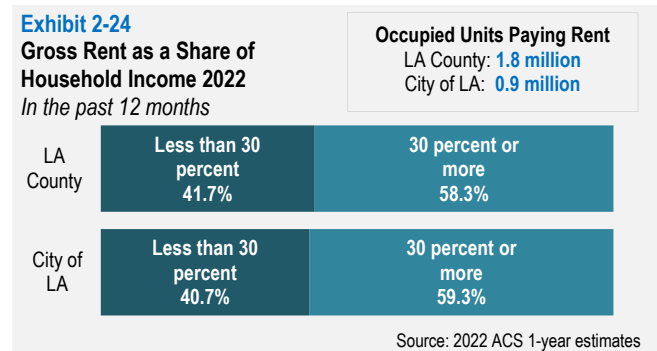
About 1.8 million housing units in Los Angeles County and 0.9 million housing units in the City of Los Angeles are occupied by renters (**Exhibit 2-23**). The median gross rent of occupied housing units paying rent in Los Angeles County and the City of Los Angeles in 2022 was \$1,805 per month and \$1,788 per month, respectively.

As shown in the following section, money spent on housing is typically the largest expenditure made in a household budget, on average comprising more than one-third of household expenditures. A common guideline is that housing account for only about 30 percent of the total



household budget to assure affordability, leaving the remaining 70 percent available for other personal and household expenses.

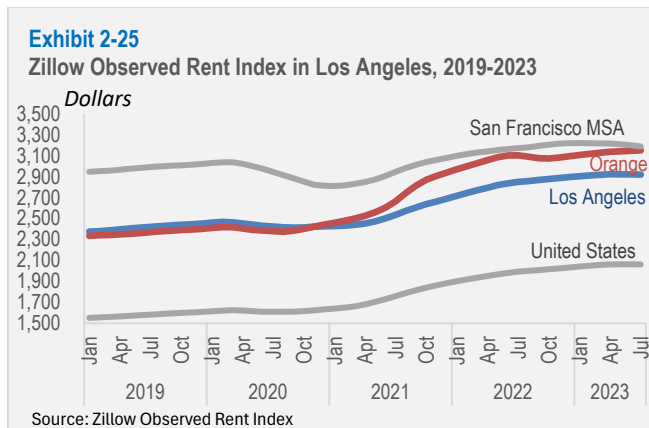
Residents in the county and city appear to have a difficult time adhering to this guideline. In both the city and the county, only slightly more than 40 percent of occupied units paying rent in 2022 paid rent that equaled less than 30 percent of their income, while roughly 60 percent paid a higher percentage of household income on rent (**Exhibit 2-24**).



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

Rent prices also have a significant impact on residents of Los Angeles County, especially considering that more than 53 percent of the county’s more than 3.6 million housing units were rentals in 2022. In the City of Los Angeles, this rate is even higher, at approximately 63 percent. High rent prices result in more than 55 percent of renter households being rent burdened, spending 30 percent or more of their household income on rent. In addition, close to one third of the renter households pay 50 percent or more of their income on rent.

In 2019, the rent price for Los Angeles County trended upwards until 2020. At that time there was a downturn during the early stages of the COVID-19 pandemic, driven by economic uncertainties and temporary renter protections (**Exhibit 2-25**).



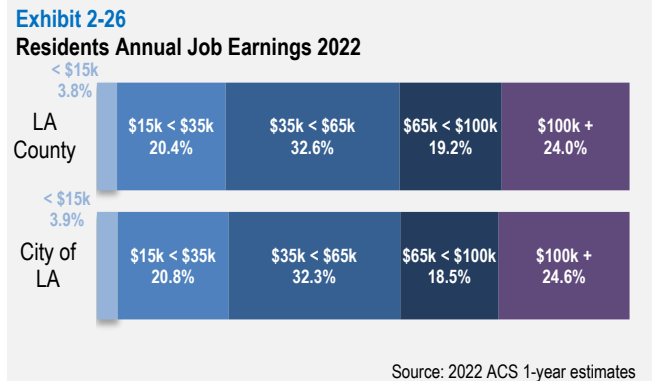
The trend began a rapid ascent around mid-2021, with a 3.5 percent annual change in rent prices from July 2021 to July 2022, indicating a surging demand for rentals in the county. Nevertheless, as of the beginning of 2023, the rate of increase has tapered off. The median rent price remained relatively steady between January and June 2023, with minor fluctuations. This slowdown in rent price growth may be attributed to factors such as a growing housing supply and ongoing affordability challenges in the region. ❖

2.7 Income and Poverty

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

Detailed (individual) information for job-related earnings is not available in order to protect confidentiality; however, aggregated data is available. **Exhibit 2-26** shows the job-related earnings for working residents in Los Angeles County and in the City of Los Angeles for 2022. Note that these are earnings from jobs regardless of where the jobs are located.

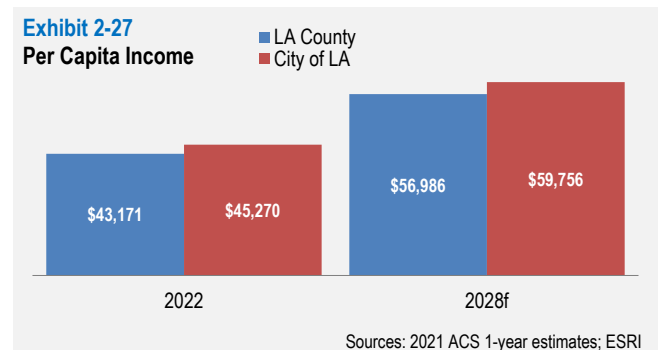
Approximately 43 percent of working residents in Los Angeles County earn more than \$65,000 per year. The majority of working residents earn between \$15,000 and \$65,000 annually. Residents earning between \$15,000 and \$35,000 and between \$35,000 and \$65,000 account for 20 percent and 33 percent respectively. Residents who earned less than \$15,000 per year represented close to four percent of the total.



In the City of Los Angeles, the numbers are similar. About 43 percent of working residents earn more than \$65,000 per year and residents who earned less than \$15,000 per year represented a little less than four percent of the total. As at the county level, the majority of working residents of the city earn between \$15,000 and \$65,000 annually. Working residents earning \$100,000 or more annually account for almost 25 percent of all employed residents in both geographies.

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

Per capita income in the City of Los Angeles is estimated at \$45,270 in 2022, while countywide it is slightly lower at \$43,171 (**Exhibit 2-27**). The projected change from 2022 to 2028 is expected to be 32.2 percent, raising nominal per capita income to \$59,756 and \$56,986 respectively by 2028.

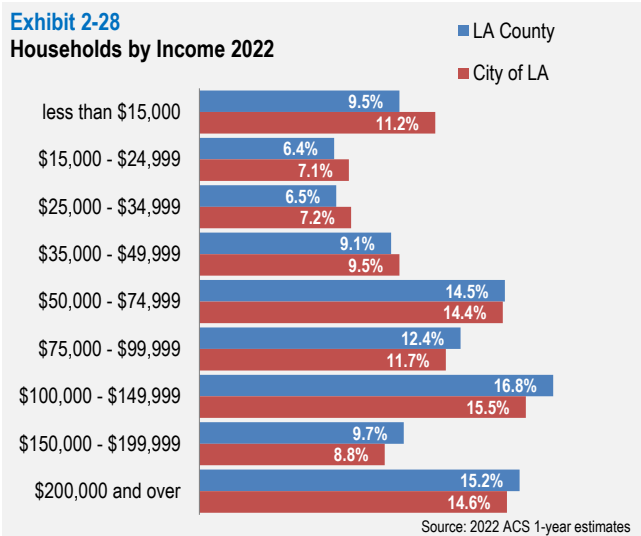


Median household income is the midpoint value of all household income levels within an area, dividing them into two equal groups. Where average income figures can be skewed by the presence of a few extremely high or low values, the median income figure is not, and therefore is viewed as more representative of an area’s income. Median household income in Los Angeles County in 2022

was estimated to be \$82,516 while in the City of Los Angeles it was slightly lower with \$76,135.

Almost one third (32 percent) of households in Los Angeles County earn less than \$50,000 per year, and nearly 25 percent earn over \$150,000 per year (**Exhibit 2-28**). In the City of Los Angeles, 35 percent of households earn less than \$50,000 per year, and 23 percent earn over \$150,000 per year.

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



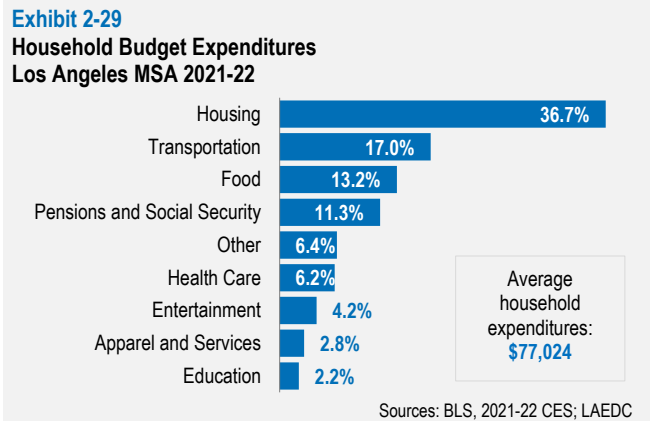
In 2021-2022, household expenditures in the Los Angeles Metropolitan Statistical Area, which includes Los Angeles County, averaged \$77,024.

Exhibit 2-29 displays a breakdown of these expenditures by broad category. (This data is not available at the city level.)

As noted above, on average, nearly 37 percent of household expenditures were allocated to housing, with another 17.0 percent paid towards transportation and 13.1 percent for food. The category “Other” includes personal care products, insurance, apparel, and other services not previously listed.

Poverty Status

Poverty is a relative measure of income inequality. The poverty status of an individual, household or family is



determined using a set of thresholds established by the Census Bureau, typically a level of income proportional to the area’s median and incorporating the number of individuals in the unit being measured (i.e. household, family). The established thresholds do not vary geographically. They are revised annually to reflect changes in inflation.

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

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

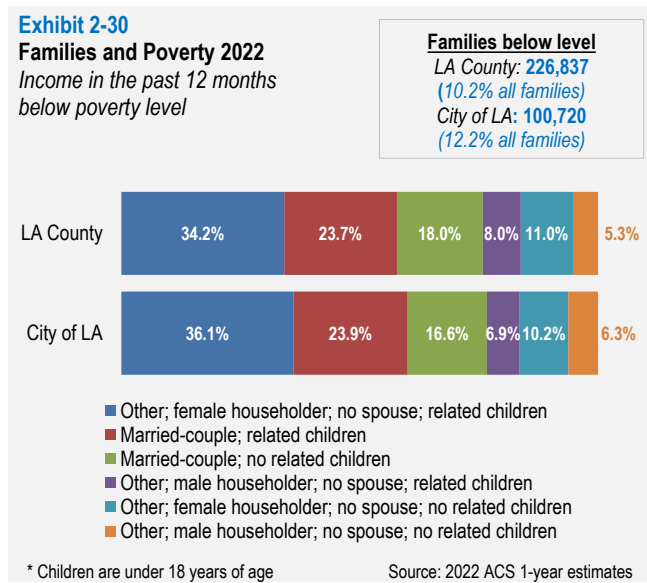
It was noted above that of the 3.4 million households in LA County, 1.4 million of which were located in the City of Los Angeles, the share of those households whose income fell below the poverty level within the prior twelve months were 14.1 percent and 16.4 percent respectively.

Families and Poverty

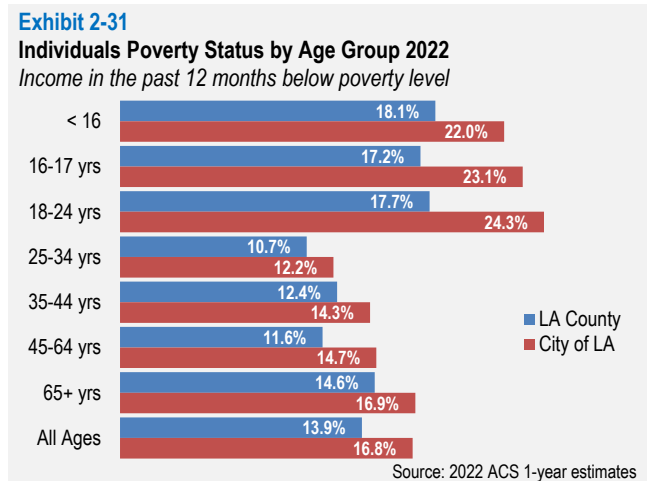
Poverty for families takes into account the number of people in a family unit and the total income that that unit earns. A family unit consists of two or more people living in the same housing unit that are related by birth, marriage, or adoption. This is distinct from households in that households include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

Of the 2.22 million families in Los Angeles County in 2022, approximately 226,800 have had their incomes fall below the poverty level in the 12 months prior; in the City of Los Angeles 100,700 of the almost 826,000 total families had their incomes fall below the poverty level within the prior year.

Exhibit 2-30 shows the distribution by family type of those whose income has fallen below the poverty level in Los Angeles County and the City of Los Angeles.



Of all families living below the poverty level, single mothers with children under the age of 18 years head the largest segment, with 36 percent in the city and 34 percent in the county as a whole. Families headed by a married couple account for 41 percent and 42 percent of



2.8 Population Aged 16 to 24 Years

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

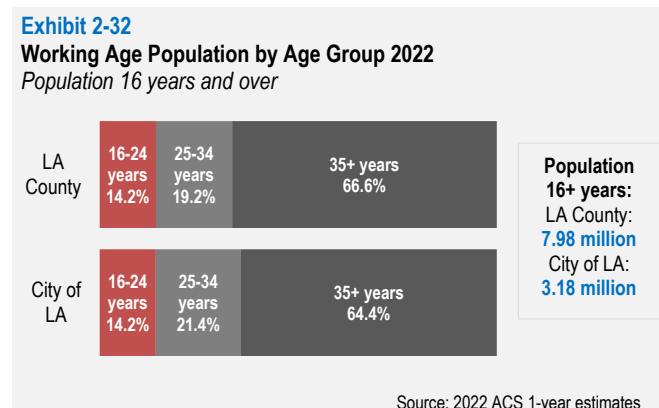
all families living under the poverty level in the city and county, respectively, the majority of whom have children under the age of 18 years. Single father families with related children under the age of 18 years account for eight percent of less of all families whose income has fallen below poverty level in the previous year.

Poverty of Individuals

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

The individual poverty rate varies by age group (**Exhibit 2-31**). The individual poverty rate for all age groups is higher in the City of Los Angeles than in the county as a whole. In both geographies, the highest individual poverty rates are visible in the youngest age groups: under 16 years, 16 to 17 years, and 18 to 24 years. Each has a rate of at least 22 percent of its cohort. ❖

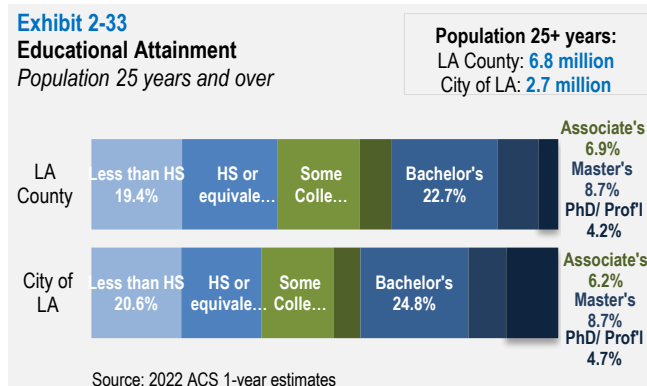
A significant portion of the working aged population in the City of Los Angeles and the County of Los Angeles as a whole are young working-aged individuals between the ages of 16 years to 24 years. They represent 14.2 percent of the total working aged population of 16 years and older in both the city and the county (**Exhibit 2-32**).



Educational Attainment and Enrollment

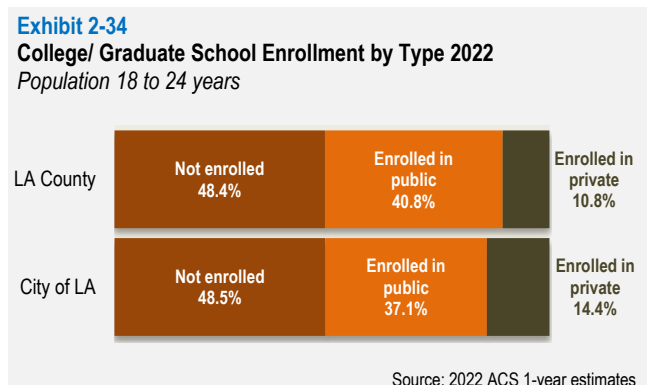
The educational attainment for the population ages 16 to 24 years are predominantly low levels as individuals are still in the process of completing their education, whether

that be secondary school or postsecondary education (**Exhibit 2-33**). Individuals aged 16 to 17 years are most likely still in the process of completing their high school education. The most predominant level of educational attainment in the 16 to 24 years of age group was some college or associate degree, with its share in the city and the county both at 42 percent.



Young adults ages 18 to 22 are typically in the process of obtaining their college degree, therefore, it is reasonable to assume that there would be a low representation of higher levels of educational attainment in the population for which it is being examined here (ages 18 to 24 years). Only 17.2 percent of this cohort in 2022 had the education level of a bachelor's degree or higher in the City of Los Angeles and 14.7 percent in Los Angeles County as a whole.

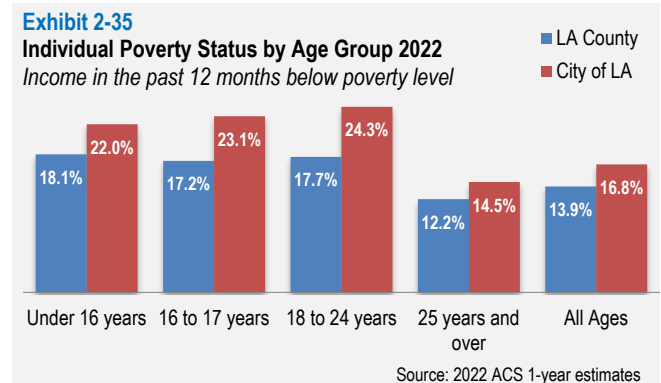
Exhibit 2-34 shows the percentage of the population aged 18 to 24 years that were enrolled in school at a college, university or graduate school in 2022 in the City of Los Angeles and the County as a whole.



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

Poverty Status

As seen above, lower levels of educational attainment are associated with low earnings and increased rates of poverty. This applies to this younger cohort as well (**Exhibit 2-35**).



The share of individuals whose income has fallen below the poverty threshold in the previous twelve months is higher among children and young working age adults in both the City of Los Angeles and Los Angeles County as a whole. Individual poverty rates equal or exceed 22 percent in all three of the youngest age groups in the city and more than 17 percent of all individuals in these respective age groups have fallen below the poverty level in the county. The poverty rate in every age group is slightly higher in the City of Los Angeles compared to the rates countywide.

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

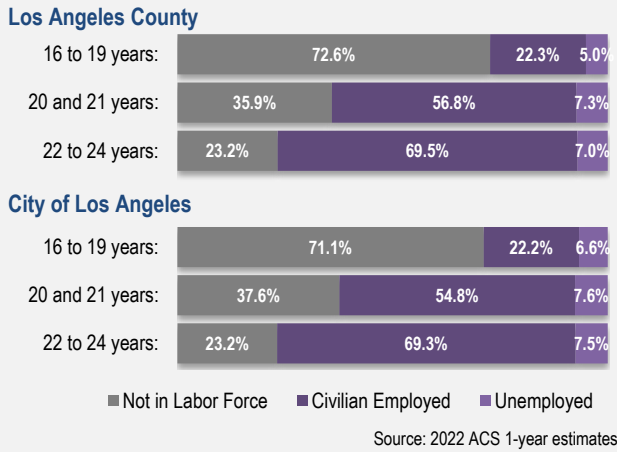
Labor Force

Labor force participation for those aged 16 to 24 years varies greatly according to their age (**Exhibit 2-36**). Many younger individuals, ages 16 to 19 years, have not completed high school and thus they are classified as not in labor force since fewer are seeking employment opportunities. The population aged 22 to 24 years has the highest share of employed in this population subset (ages 16 to 24 years), as many of these individuals have completed high school and the first levels of their postsecondary education and have entered into the workforce.

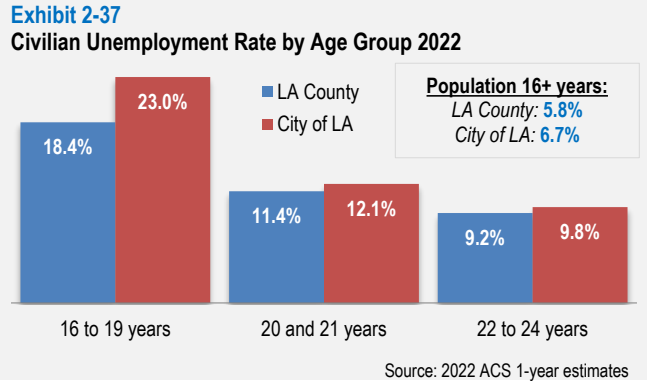
The youngest of this population subset has the highest unemployment rate in both the city and the county, most likely attributable to the large portion of these individuals (about three fourths of the cohort) classified as not in labor force. Unemployment rates decline significantly in

the next two groups, ages 20 to 21 years and ages 22 to 24 years, as more of these individuals who have completed their education are entering the workforce.

Exhibit 2-36
Labor Force Statistics by Age Group 2022



The civilian unemployment rate is the ratio of individuals classified as unemployed to the civilian labor force. The civilian unemployment rate in 2022 by age group for this population subset (ages 16 to 24 years) is displayed in Exhibit 2-37. ❖



3 CHARACTERISTICS OF SELECT GROUPS

Disaggregating socioeconomic data for special groups helps to identify and further understand their unique characteristics and experiences. Data broken down and analyzed by race, ethnicity, gender, disability, income, veteran status, age, or other key demographic variables offers more precise information of a population's well-being and insight into underserved and underrepresented communities.

In this section we take a closer look at the following select groups:

- ▶ Women
- ▶ Hispanic / Latinx
- ▶ Asian / Pacific Islander
- ▶ Black/ African American
- ▶ American Indian / Alaska Native
- ▶ Individuals with Disabilities
- ▶ Youth (under 18 years) with Disability
- ▶ Older Individuals (55 years and over)
- ▶ Youth, Ages 16 to 24 Years
- ▶ Individuals with Limited English Proficiency
- ▶ Single Parent

Key Findings for this Section

Across the snapshots of ten select groups identified in this section, the top three key findings for each are presented.

Women:

- About 20% are juveniles (<18 years) and 15% are seniors (65+ years) in both the city and the county.
- Have a higher rate of poverty in the City of Los Angeles (18.1%) compared to the county (15.0%).
- More work in production, transportation and material moving occupations in LA City (18.3% of working women) compared to the county (7.2%).

Hispanic/Latinx

- Average household income is over 8% lower in the City of Los Angeles (\$80,693) compared to the county (\$87,445).
- Have a higher rate of poverty in the City of Los Angeles (20.4%) compared to the county (16.7%).
- More work in natural resources, construction, and maintenance occupations in LA City (20.0%) compared to the county (16.2%).

Asian / Pacific Islander

- There is a higher percentage of juvenile population (<18 years) in the county (16.6%) compared to LA City (13.3%).
- Have a higher rate of poverty in the City of Los Angeles (14.1%) compared to the county (11.0%).
- Average household income is more than 6% lower in the City of Los Angeles (\$118,400) compared to the county (\$125,955).

Black / African American

- Average household income is more than 6% lower in the City of Los Angeles (\$82,033) compared to the county (\$87,203).
- There is a higher percentage of juvenile population (<18 years) in the county (19.4%) compared to LA City (17.1%).
- Have a higher rate of poverty in Los Angeles City (24.2%) compared to the county (20.0%).

American Indian/ Alaskan Native

- More work in natural resources, construction and maintenance occupations in LA City (19.0%) compared to the county (15.1%).
- Average household income is nearly 6% lower in the City of Los Angeles (\$88,792) compared to the county (\$94,031).
- The share of population with limited English proficiency is higher in LA City (20.9%) compared to the county (15.6%).

Individuals with Disabilities

- Have a higher rate of poverty in the City of Los Angeles (24.5%) compared to the county (20.3%).
- Average household income is more than 7% lower in the City of Los Angeles (\$75,821) compared to the county (\$81,225).
- More identify as Other Race in the City of Los Angeles (20.3%) compared to the county (17.6%).

Youth (under 18 years) with Disability

- Average household income is nearly 9% lower in the City of Los Angeles (\$83,694) compared to the county (\$91,120).
- More work in sales and office occupations in the county (41.1%) compared to LA City (20.9%).
- More work in the service occupations in the City of Los Angeles (36.4%) compared to the county (22.2%).

Older Individuals (55+ years)

- Have a higher rate of poverty in the City of Los Angeles (15.4%) compared to the county (12.5%).
- More identify as Asian / Pacific Islander in the county (15.8%) compared to the City of Los Angeles (12.6%).
- More identify as White in the City of Los Angeles (27.6%) compared to the county (24.9%).

Youth Ages 16 to 24 Years

- Average household income is more than 9% lower in the City of Los Angeles (\$92,515) compared to the county (\$101,241).

- Have a higher rate of poverty in the City of Los Angeles (20.6%) compared to the county (16.6%).
- More work in management, business, science and arts occupations in LA City (22.5%) compared to the county (19.9%).

Individuals with Limited English Proficiency

- Average household income is more than 8% lower in the City of Los Angeles (\$65,595) compared to the county (\$71,068).
- More work in natural resources, construction and maintenance occupations in LA City (32.8%) compared to the county (27.2%).
- More identify as Hispanic / Latinx in the City of Los Angeles (79.2%) compared to the county (71.8%).

Single Parent

- Have a higher rate of poverty in the City of Los Angeles (35.4%) compared to the county (30.3%).
- More identify as Hispanic / Latinx in the City of Los Angeles (65.9%) compared to the county (63.0%).
- More work in transport, warehousing, and utilities industry in the county (6.5%) compared to the City of Los Angeles (4.9%)



3.1 Women

There are over 5 million women who reside in Los Angeles County, close to 2 million of them reside in the City of Los Angeles.

Exhibit 3-1 through **Exhibit 3-7** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and Los Angeles County as a whole for context.

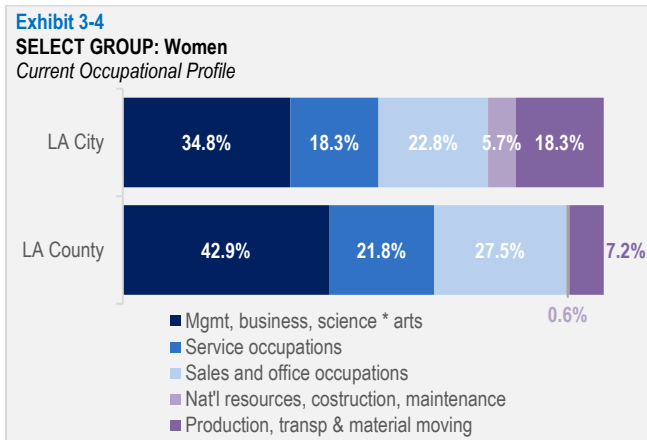
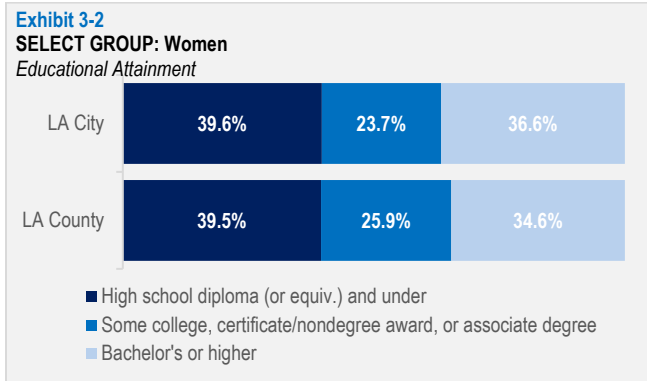


Exhibit 3-6: SELECT GROUP: Women
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.3%	0.3%
Construction	0.9%	1.1%
Manufacturing	5.7%	6.4%
Wholesale Trade	2.1%	2.5%
Retail Trade	10.5%	10.4%
Transport, Warehousing & Utilities	2.7%	3.5%
Information	5.3%	3.7%
Financial Activities	6.2%	6.6%
Professional Business Services	13.8%	12.0%
Education, Health care and Social Assistance	28.6%	32.2%
Leisure and Hospitality	12.6%	10.8%
Other Services (not gov't)	8.2%	6.5%
Government	3.0%	4.0%
Total, All Industries	1,118,500	2,253,600

Exhibit 3-1: SELECT GROUP: Women
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	1,955,430	5,055,907
English not Spoken at Home, English not spoken very well	14.8%	13.2%
Average Household Income	\$106,112	\$108,407
% at or below the Poverty Line	18.1%	15.0%
Labor Force	980,990	2,426,423
Labor force participation rate	60.8%	58.9%
Unemployment rate	7.9%	7.1%
Share of Workers in Target Industries	19.3%	18.3%
Share of Workers in Target Occupations	9.8%	10.8%

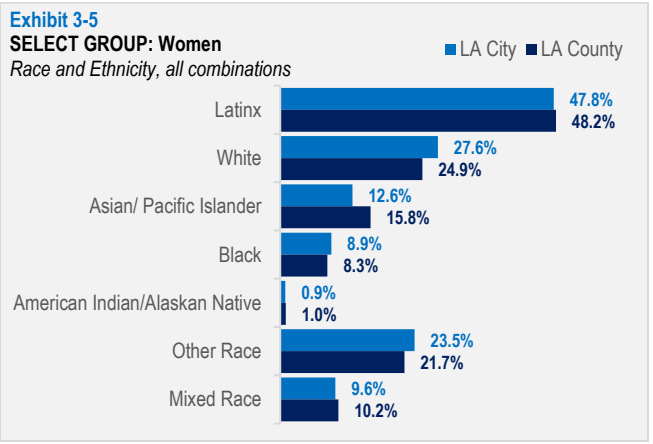
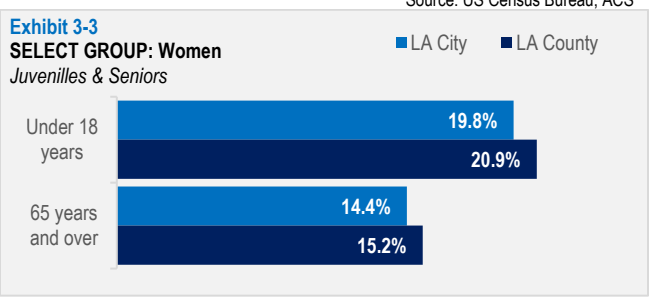


Exhibit 3-7: SELECT GROUP: Women
Employment-to-Population Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	33.0%	32.0%
Some college, certificate/nondegree award, or associate degree (middle-skill)	50.4%	52.6%
Bachelor's degree or above (high skill)	71.8%	71.7%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	8.1%	7.8%
Some college, certificate/nondegree award, or associate degree (middle-skill)	6.4%	5.2%
Bachelor's degree or above (high skill)	5.2%	4.4%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	15.6 hours	15.5 hours
Average hours per week for Connected workers	29.0 hours	28.6 hours

3.2 Hispanic/ Latinx

There are over 4.8 million residents of Los Angeles County who reported their ethnicity as Hispanic/Latino (across all races), close to 1.9 million of them reside in the City of Los Angeles.

Exhibit 3-9 through Exhibit 3-13 provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and Los Angeles County as a whole for context.

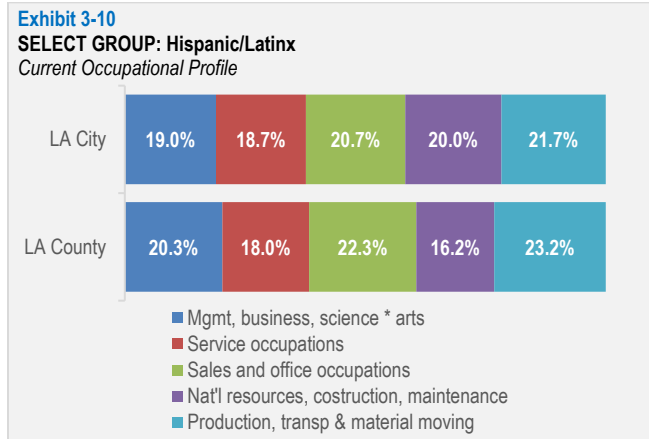
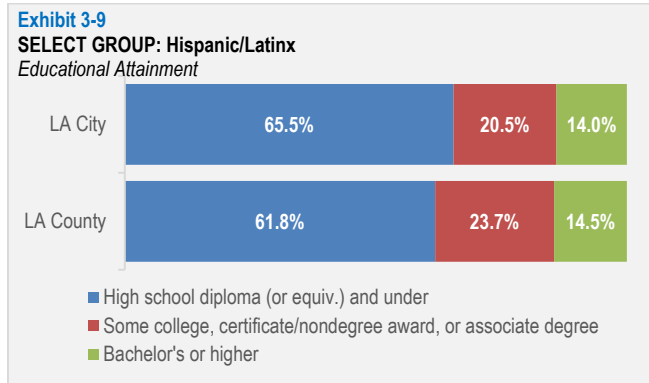


Exhibit 3-12: SELECT GROUP: Hispanic/ Latinx
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.7%	0.7%
Construction	10.2%	8.9%
Manufacturing	9.8%	10.9%
Wholesale Trade	2.9%	3.5%
Retail Trade	11.7%	11.8%
Transport, Warehousing & Utilities	5.8%	7.2%
Information	2.4%	2.0%
Financial Activities	4.0%	4.0%
Professional Business Services	12.1%	11.0%
Education, Health care and Social Assistance	16.1%	17.8%
Leisure and Hospitality	14.0%	12.5%
Other Services (not gov't)	8.1%	6.7%
Government	2.0%	2.8%
Total, All Industries	1,070,000	2,714,300



Exhibit 3-8: SELECT GROUP: Hispanic/ Latinx
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	1,885,630	4,878,619
English not Spoken at Home, English not spoken very well	22.1%	17.7%
Average Household Income	\$80,693	\$87,445
% at or below the Poverty Line	20.4%	16.7%
Labor Force	986,553	2,492,392
Labor force participation rate	68.0%	66.9%
Unemployment rate	7.3%	6.9%
Share of Workers in Target Industries	21.1%	20.1%
Share of Workers in Target Occupations	7.7%	8.6%

Source: US Census Bureau, ACS

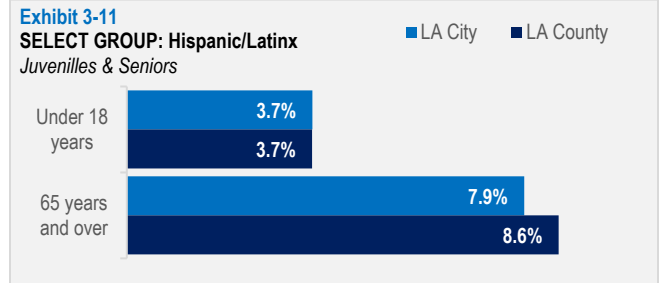


Exhibit 3-13: SELECT GROUP: Hispanic/ Latinx
Employment-to-Popuation Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	56.3%	55.1%
Some college, certificate/nondegree award, or associate degree (middle-skill)	69.9%	69.9%
Bachelor's degree or above (high skill)	80.2%	80.5%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	11.8%	11.5%
Some college, certificate/nondegree award, or associate degree (middle-skill)	4.1%	3.8%
Bachelor's degree or above (high skill)	7.6%	6.8%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	17.7 hours	17.2 hours
Average hours per week for Connected workers	36.9 hours	37.7 hours

3.3 Asian/ Pacific Islander

There are over 1.5 million residents of Los Angeles County who reported their race as Asian/ Pacific Islander (across all ethnicities), close to 500 thousand of them reside in the City of Los Angeles.

Exhibit 3-14 through **Exhibit 3-19** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and Los Angeles County as a whole for context.

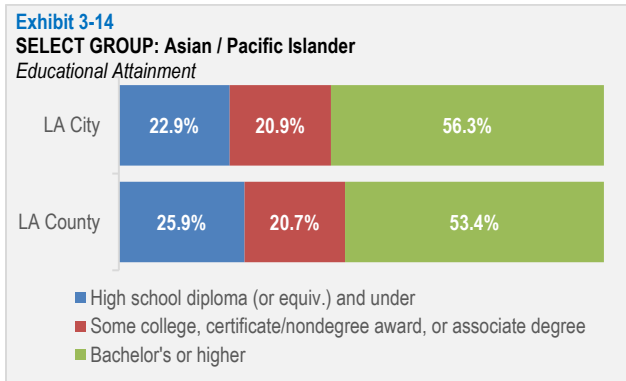


Exhibit 3-17: SELECT GROUP: Asian/ Pacific Islander
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	462,808	1,502,944
English not Spoken at Home, English not spoken very well	14.6%	16.9%
Average Household Income	\$118,400	\$125,955
% at or below the Poverty Line	14.1%	11.0%
Labor Force	260,755	805,173
Labor force participation rate	63.9%	62.8%
Unemployment rate	5.9%	5.6%
Share of Workers in Target Industries	15.9%	16.0%
Share of Workers in Target Occupations	6.7%	7.6%

Source: US Census Bureau, ACS

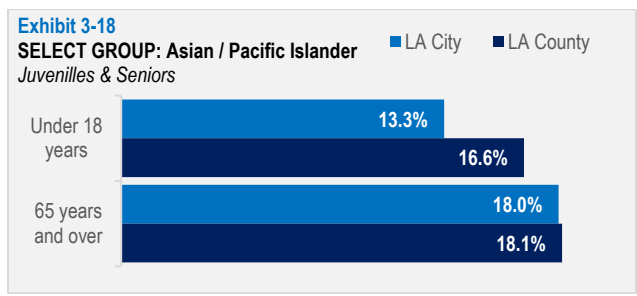
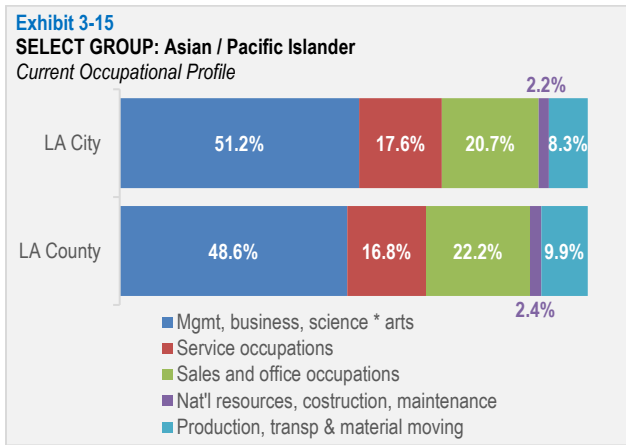


Exhibit 3-16: SELECT GROUP: Asian/ Pacific Islander
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.2%	0.2%
Construction	1.8%	2.3%
Manufacturing	6.9%	9.0%
Wholesale Trade	3.1%	4.3%
Retail Trade	9.2%	9.2%
Transport, Warehousing & Utilities	4.2%	5.7%
Information	4.4%	3.2%
Financial Activities	8.0%	7.6%
Professional Business Services	15.9%	13.7%
Education, Health care and Social Assistance	26.7%	25.1%
Leisure and Hospitality	11.2%	10.5%
Other Services (not gov't)	5.6%	5.5%
Government	2.8%	3.6%
Total, All Industries	295,800	914,000

Exhibit 3-19: SELECT GROUP: Asian/ Pacific Islander
Employment-to-Population Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	35.2%	36.8%
Some college, certificate/nondegree award, or associate degree (middle-skill)	55.5%	57.2%
Bachelor's degree or above (high skill)	72.8%	73.0%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	14.5%	13.4%
Some college, certificate/nondegree award, or associate degree (middle-skill)	8.6%	7.8%
Bachelor's degree or above (high skill)	6.2%	5.3%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	14.0	14.7
Average hours per week for Connected workers	37.5	37.2

3.4 Black/ African American

There are nearly 800 thousand residents in Los Angeles County, who reported their race as Black (across all ethnicities), over 330 thousand of them reside in the City of Los Angeles.

Exhibit 3-20 through **Exhibit 3-26** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and in Los Angeles County as a whole for context.

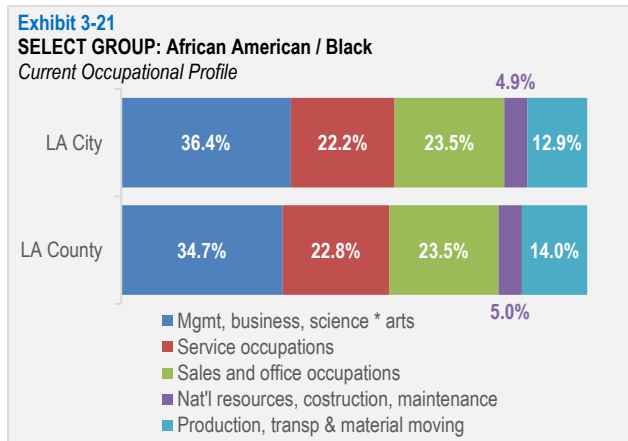
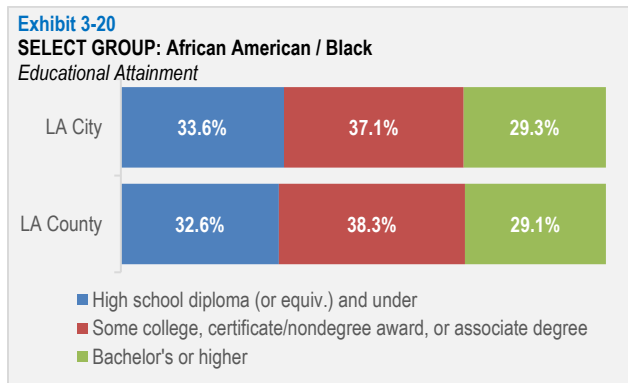


Exhibit 3-22: SELECT GROUP: Black/ African American
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.2%	0.3%
Construction	2.6%	2.7%
Manufacturing	3.3%	4.2%
Wholesale Trade	1.5%	1.5%
Retail Trade	9.5%	9.5%
Transport, Warehousing & Utilities	9.9%	10.6%
Information	5.4%	3.8%
Financial Activities	6.2%	5.8%
Professional Business Services	14.0%	12.9%
Education, Health care and Social Assistance	26.0%	27.9%
Leisure and Hospitality	10.8%	8.9%
Other Services (not gov't)	4.9%	4.7%
Government	5.7%	7.3%
Total, All Industries	199,700	452,300



Exhibit 3-23: SELECT GROUP: Black/ African American
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	336,456	795,213
English not Spoken at Home, English not spoken very well	0.7%	0.6%
Average Household Income	\$82,033	\$87,203
% at or below the Poverty Line	24.2%	20.0%
Labor Force	170,189	396,714
Labor force participation rate	59.5%	60.2%
Unemployment rate	11.5%	10.8%
Share of Workers in Target Industries	21.0%	19.5%
Share of Workers in Target Occupations	9.3%	9.8%

Source: US Census Bureau, ACS

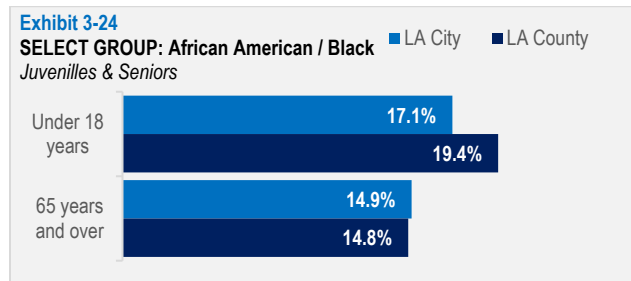


Exhibit 3-25: SELECT GROUP: Black/ African American
Employment-to-Popuation Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	35.2%	36.8%
Some college, certificate/nondegree award, or associate degree (middle-skill)	55.5%	57.2%
Bachelor's degree or above (high skill)	72.8%	73.0%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	14.5%	13.4%
Some college, certificate/nondegree award, or associate degree (middle-skill)	8.6%	7.8%
Bachelor's degree or above (high skill)	6.2%	5.3%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	17.0	16.5
Average hours per week for Connected workers	37.4	37.6

3.4 American Indian/ Alaskan Native

There are nearly 100 thousand residents in Los Angeles County, who reported their race as American Indian/ Alaskan Native (across all ethnicities), more than 35 thousand of them reside in the City of Los Angeles.

Exhibit 3-26 through **Exhibit 3-31** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and in Los Angeles County as a whole for context.

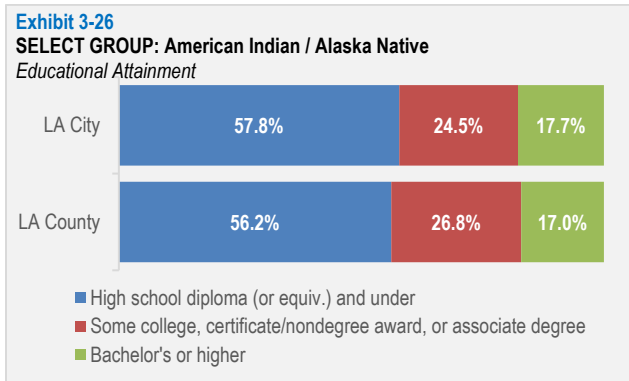


Exhibit 3-29: SELECT GROUP: American Indian/ Alaskan Native
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	35,459	99,324
English not Spoken at Home, English not spoken very well	20.9%	15.6%
Average Household Income	\$88,792	\$94,031
% at or below the Poverty Line	17.5%	15.9%
Labor Force	19,581	52,025
Labor force participation rate	66.3%	64.6%
Unemployment rate	9.5%	8.5%
Share of Workers in Target Industries	22.4%	20.5%
Share of Workers in Target Occupations	8.5%	8.6%

Source: US Census Bureau, ACS

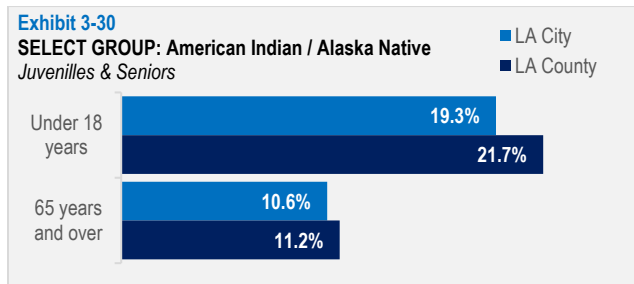
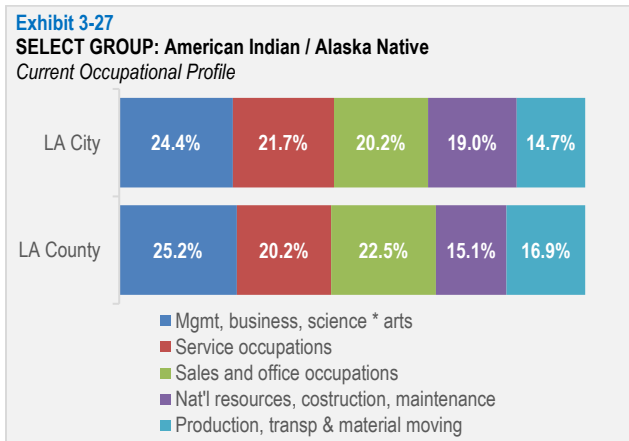


Exhibit 3-28: SELECT GROUP: American Indian/ Alaskan Native
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.5%	0.8%
Construction	11.0%	8.3%
Manufacturing	7.7%	9.3%
Wholesale Trade	2.4%	3.2%
Retail Trade	9.9%	11.2%
Transport, Warehousing & Utilities	4.7%	6.2%
Information	2.4%	2.4%
Financial Activities	4.1%	3.7%
Professional Business Services	12.4%	10.9%
Education, Health care and Social Assistance	19.0%	19.8%
Leisure and Hospitality	13.9%	13.6%
Other Services (not gov't)	8.2%	6.1%
Government	3.8%	4.5%
Total, All Industries	21,500	58,300

Exhibit 3-31: SELECT GROUP: American Indian/ Alaskan Native
Employment-to-Population Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	52.3%	49.4%
Some college, certificate/nondegree award, or associate degree (middle-skill)	66.3%	67.3%
Bachelor's degree or above (high skill)	74.1%	75.4%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	6.9%	8.5%
Some college, certificate/nondegree award, or associate degree (middle-skill)	7.2%	2.1%
Bachelor's degree or above (high skill)	3.4%	2.7%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	17.2	15.9
Average hours per week for Connected workers		

3.5 Individuals with Disabilities

There are over 1 million residents in Los Angeles County, who reported that they had disabilities, nearly 400 thousand of them reside in the City of Los Angeles.

Exhibit 3-32 through **Exhibit 3-38** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and in Los Angeles County as a whole for context.

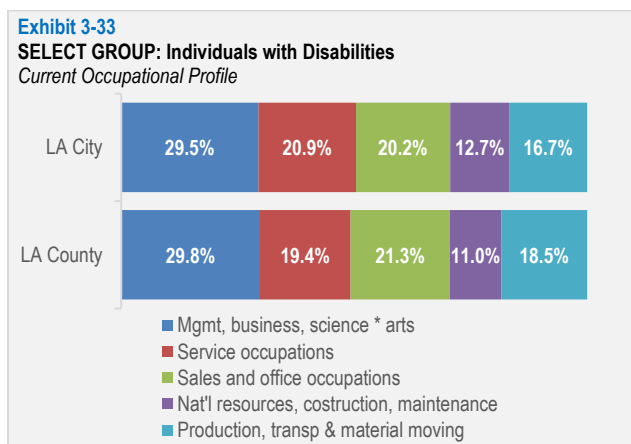
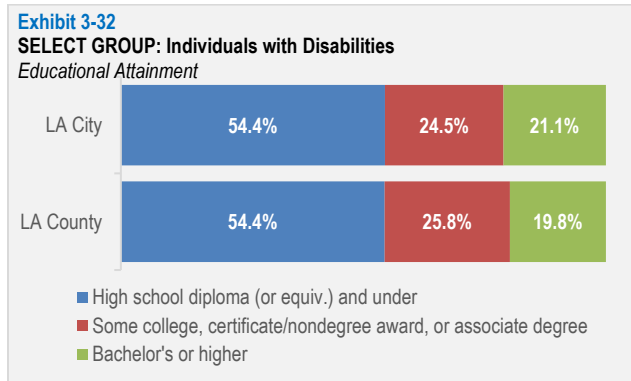


Exhibit 3-34: SELECT GROUP: Individuals with Disabilities
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.7%	0.7%
Construction	5.8%	5.6%
Manufacturing	6.7%	8.4%
Wholesale Trade	2.6%	2.8%
Retail Trade	10.0%	10.5%
Transport, Warehousing & Utilities	5.9%	6.6%
Information	4.3%	3.1%
Financial Activities	5.2%	5.2%
Professional Business Services	15.2%	13.4%
Education, Health care and Social Assistance	20.5%	22.0%
Leisure and Hospitality	12.0%	10.3%
Other Services (not gov't)	7.5%	7.0%
Government	3.5%	4.5%
Total, All Industries	145,300	345,800

Exhibit 3-35: SELECT GROUP: Individuals with Disabilities
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	397,141	1,004,632
English not Spoken at Home, English not spoken very well	23.9%	21.3%
Average Household Income	\$75,821	\$81,225
% at or below the Poverty Line	24.5%	20.3%
Labor Force	89,320	210,549
Labor force participation rate	46.1%	44.4%
Unemployment rate	15.7%	14.7%
Share of Workers in Target Industries	21.5%	20.1%
Share of Workers in Target Occupations	7.4%	8.1%

Source: US Census Bureau, ACS

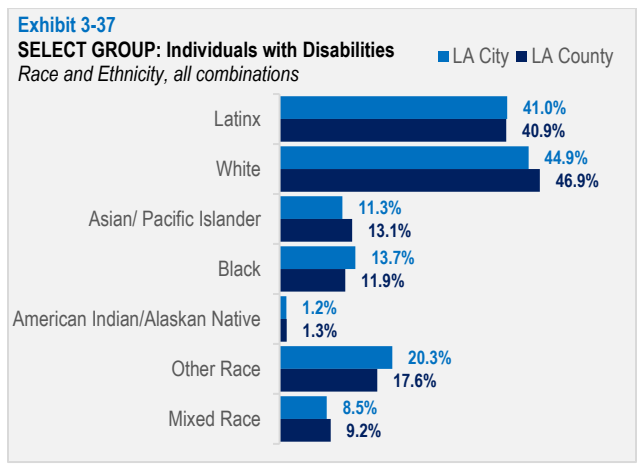


Exhibit 3-38: SELECT GROUP: Individuals with Disabilities
Employment-to-Population Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	35.2%	36.8%
Some college, certificate/nondegree award, or associate degree (middle-skill)	55.5%	57.2%
Bachelor's degree or above (high skill)	72.8%	73.0%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	6.6%	6.3%
Some college, certificate/nondegree award, or associate degree (middle-skill)	4.6%	4.4%
Bachelor's degree or above (high skill)	4.3%	4.0%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	15.1	15.1
Average hours per week for Connected workers	37.7	37.4

3.6 Youth (<18 years) with Disability

There are nearly 75 thousand residents in Los Angeles County, who are under the age of 18 years with a disability, more than 27 thousand of them reside in the City of Los Angeles.

Exhibit 3-39 through **Exhibit 3-45** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and in Los Angeles County as a whole for context.

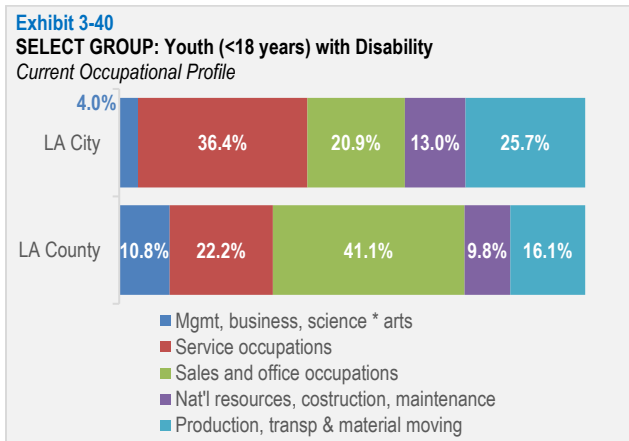
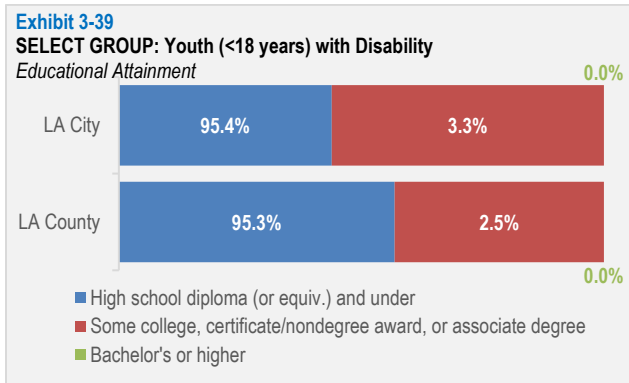


Exhibit 3-41: SELECT GROUP: Youth (<18 years) with Disability
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.0%	0.8%
Construction	3.2%	2.9%
Manufacturing	8.1%	3.3%
Wholesale Trade	0.0%	0.0%
Retail Trade	10.7%	18.0%
Transport, Warehousing & Utilities	6.7%	7.3%
Information	0.3%	2.1%
Financial Activities	0.0%	0.0%
Professional Business Services	7.4%	4.3%
Education, Health care and Social Assistance	25.2%	22.5%
Leisure and Hospitality	33.6%	35.7%
Other Services (not gov't)	4.9%	3.0%
Government	0.0%	0.0%
Total, All Industries	600	1,400

Exhibit 3-42: SELECT GROUP: Youth (<18 years) with Disability
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	27,114	74,296
English not Spoken at Home, English not spoken very well	5.0%	4.0%
Average Household Income	\$83,694	\$91,120
% at or below the Poverty Line	27.2%	22.5%
Labor Force	997	2,575
Labor force participation rate	13.6%	13.3%
Unemployment rate	41.0%	37.3%
Share of Workers in Target Industries	6.3%	9.9%
Share of Workers in Target Occupations	8.3%	10.3%

Source: US Census Bureau, ACS

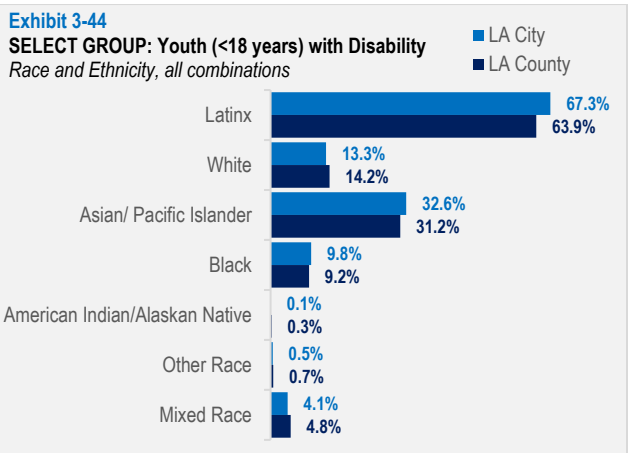
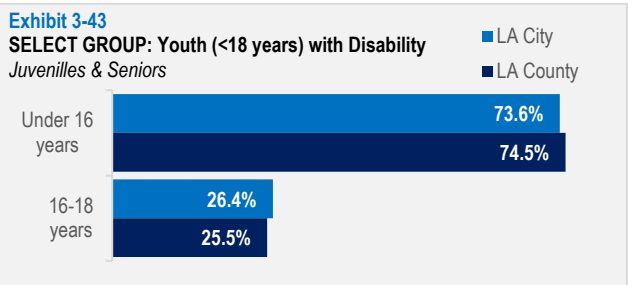


Exhibit 3-45: SELECT GROUP: Youth (<18 years) with Disability
Employment-to-Population Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)		
Some college, certificate/nondegree award, or associate degree (middle-skill)		
Bachelor's degree or above (high skill)		
Disconnection rates		
High school diploma (or equiv.) and under (low skill)		
Some college, certificate/nondegree award, or associate degree (middle-skill)		
Bachelor's degree or above (high skill)		
Average hours worked by Connection status		
Average hours per week for Disconnected workers		
Average hours per week for Connected workers		

3.7 Older Individuals

There are over 2.5 million residents who are 55 years and older in Los Angeles County, over 950 thousand of these seniors reside in the City of Los Angeles.

Exhibit 3-46 through **Exhibit 3-52** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and in Los Angeles County as a whole for context.

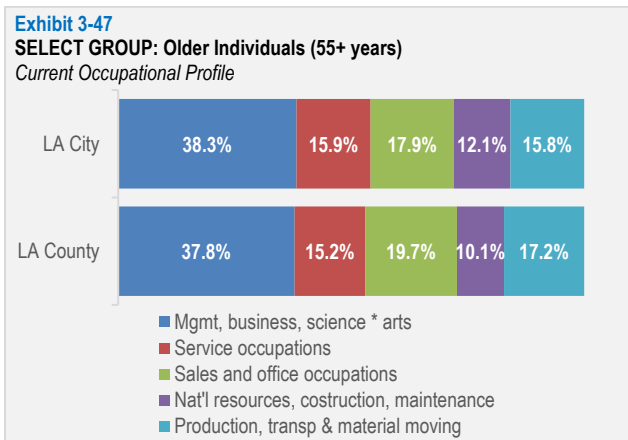
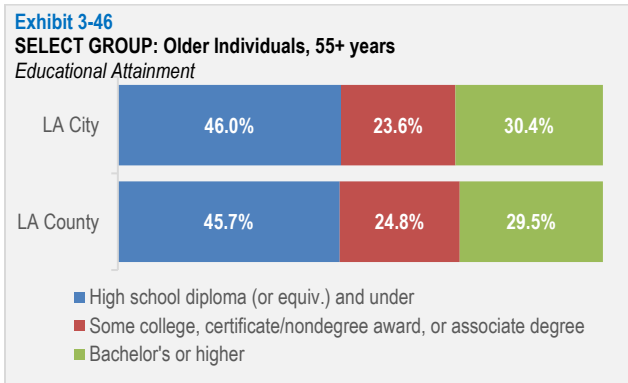


Exhibit 3-48: SELECT GROUP: Older Individuals, 55+ Years
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.5%	0.5%
Construction	5.8%	5.5%
Manufacturing	8.9%	11.1%
Wholesale Trade	3.1%	3.5%
Retail Trade	7.5%	7.6%
Transport, Warehousing & Utilities	5.6%	6.7%
Information	4.4%	3.2%
Financial Activities	6.9%	6.8%
Professional Business Services	15.0%	13.5%
Education, Health care and Social Assistance	22.8%	23.4%
Leisure and Hospitality	7.7%	6.9%
Other Services (not gov't)	8.1%	6.9%
Government	3.7%	4.4%
Total, All Industries	520,300	1,378,500

Exhibit 3-49: SELECT GROUP: Older Individuals, 55+ Years
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	953,424	2,589,642
English not Spoken at Home, English not spoken very well	24.7%	22.6%
Average Household Income	\$105,567	\$107,726
% at or below the Poverty Line	15.4%	12.5%
Labor Force	419,007	1,094,780
Labor force participation rate	43.9%	42.3%
Unemployment rate	6.5%	5.8%
Share of Workers in Target Industries	21.8%	20.1%
Share of Workers in Target Occupations	8.2%	8.5%

Source: US Census Bureau, ACS

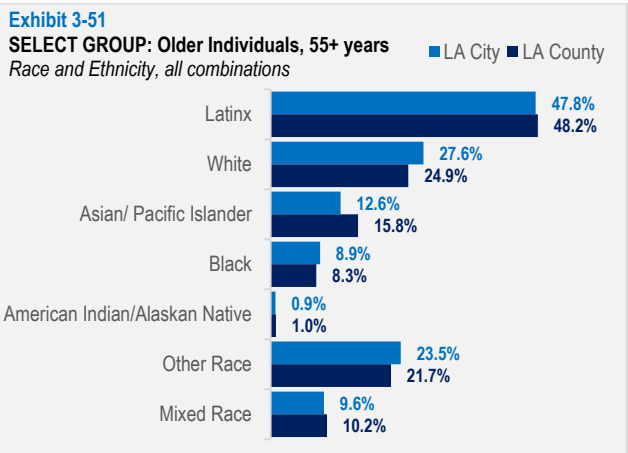
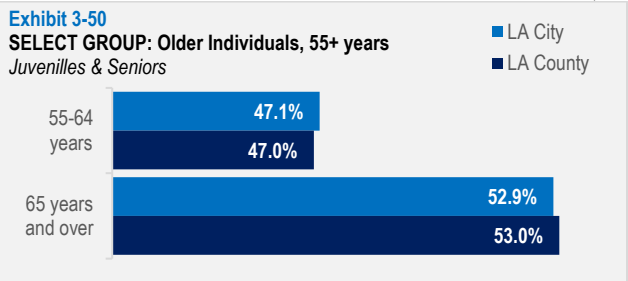


Exhibit 3-52: SELECT GROUP: Older Individuals, 55+ Years
Employment-to-Popuation Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	34.5%	32.9%
Some college, certificate/nondegree award, or associate degree (middle-skill)	41.5%	41.4%
Bachelor's degree or above (high skill)	50.7%	49.2%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	6.1%	5.9%
Some college, certificate/nondegree award, or associate degree (middle-skill)	7.8%	6.2%
Bachelor's degree or above (high skill)	5.8%	5.0%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	19.2	17.9
Average hours per week for Connected workers	37.9	38.0

3.8 Youth, Ages 16 to 24 Years

There are over 1.1 million residents in Los Angeles County, who are youth, 18 to 24 years of age; more than 470 thousand of them reside in the City of Los Angeles.

Exhibit 3-53 through **Exhibit 3-59** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and in Los Angeles County as a whole for context.

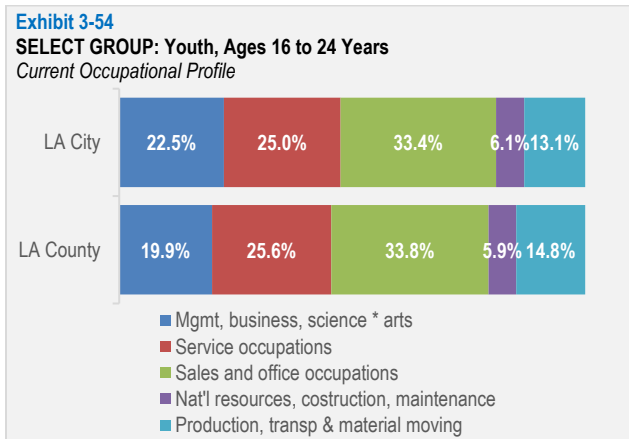
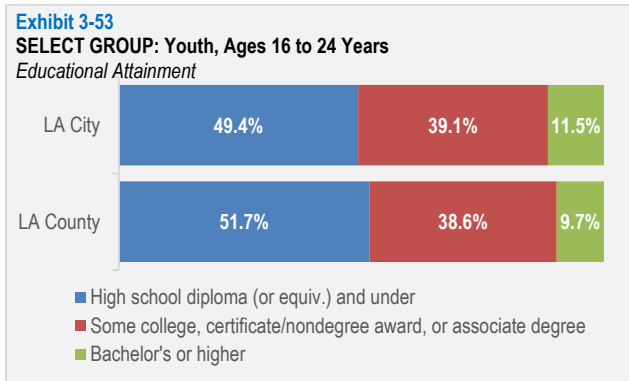


Exhibit 3-55: SELECT GROUP: Youth, Ages 16 to 24 Years
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.4%	0.5%
Construction	3.8%	3.6%
Manufacturing	4.1%	4.7%
Wholesale Trade	1.6%	1.9%
Retail Trade	19.5%	19.9%
Transport, Warehousing & Utilities	4.2%	5.0%
Information	3.4%	2.7%
Financial Activities	3.1%	2.8%
Professional Business Services	9.8%	8.6%
Education, Health care and Social Assistance	18.5%	18.2%
Leisure and Hospitality	26.0%	26.2%
Other Services (not gov't)	4.8%	4.5%
Government	1.0%	1.3%
Total, All Industries	283,900	685,300

Exhibit 3-56: SELECT GROUP: Youth, Ages 16 to 24 Years
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	471,060	1,178,964
English not Spoken at Home, English not spoken very well	3.5%	2.8%
Average Household Income	\$92,515	\$101,241
% at or below the Poverty Line	20.6%	16.6%
Labor Force	242,793	599,239
Labor force participation rate	51.5%	50.8%
Unemployment rate	14.2%	14.1%
Share of Workers in Target Industries	13.7%	13.0%
Share of Workers in Target Occupations	7.8%	8.1%

Source: US Census Bureau, ACS

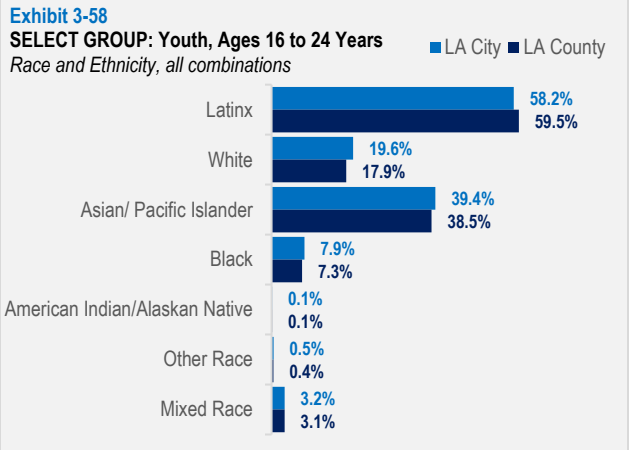
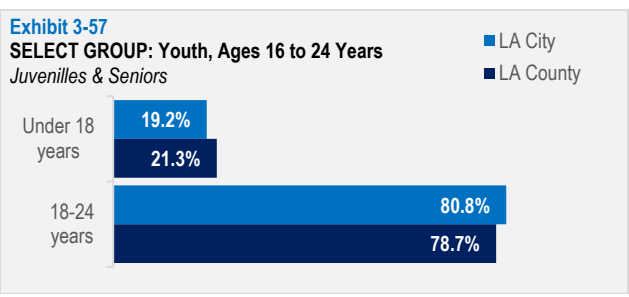


Exhibit 3-59: SELECT GROUP: Youth, Ages 16 to 24 Years
Employment-to-Population Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	32.9%	32.3%
Some college, certificate/nondegree award, or associate degree (middle-skill)	48.5%	51.5%
Bachelor's degree or above (high skill)	70.1%	70.7%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	10.9%	11.0%
Some college, certificate/nondegree award, or associate degree (middle-skill)	3.6%	3.5%
Bachelor's degree or above (high skill)	7.0%	6.8%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	19.1	18.0
Average hours per week for Connected workers	32.7	32.8

3.9 Individuals with Limited English Proficiency

There are over 1.2 million residents in Los Angeles County, who reported limited English proficiency, over 525 thousand of them reside in the City of Los Angeles.

Exhibit 3-60 through **Exhibit 3-66** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and in Los Angeles County as a whole for context.

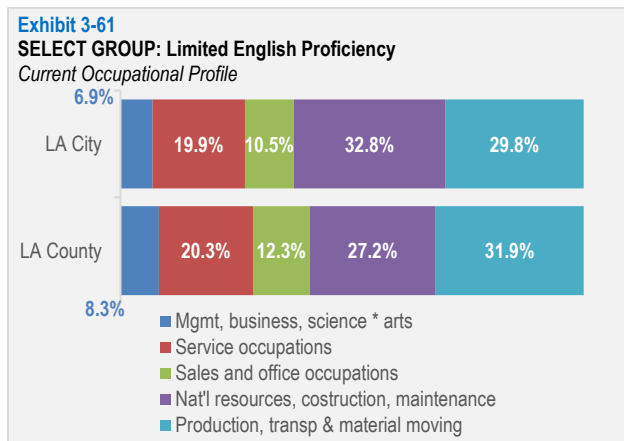
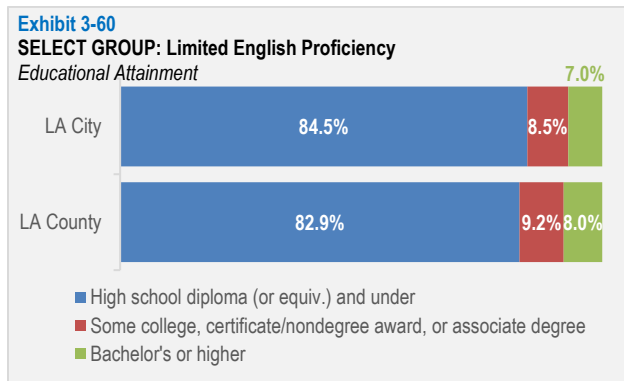


Exhibit 3-62: SELECT GROUP: Limited English Proficiency
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.9%	1.0%
Construction	14.1%	11.9%
Manufacturing	15.3%	17.0%
Wholesale Trade	3.8%	4.9%
Retail Trade	8.5%	8.8%
Transport, Warehousing & Utilities	5.1%	6.2%
Information	0.7%	0.6%
Financial Activities	1.8%	1.9%
Professional Business Services	12.8%	11.7%
Education, Health care and Social Assistance	8.9%	9.4%
Leisure and Hospitality	14.2%	13.9%
Other Services (not gov't)	12.4%	11.1%
Government	1.4%	1.6%
Total, All Industries	314,400	682,200

Exhibit 3-63: SELECT GROUP: Limited English Proficiency
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	526,223	1,203,521
English not Spoken at Home, English not spoken very well	0.0%	0.0%
Average Household Income	\$65,595	\$71,068
% at or below the Poverty Line	24.6%	21.4%
Labor Force	280,849	603,115
Labor force participation rate	54.7%	51.5%
Unemployment rate	5.9%	6.0%
Share of Workers in Target Industries	21.7%	20.1%
Share of Workers in Target Occupations	4.3%	5.2%

Source: US Census Bureau, ACS

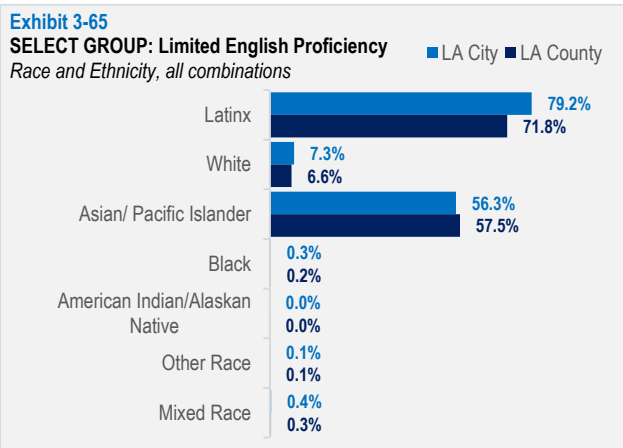
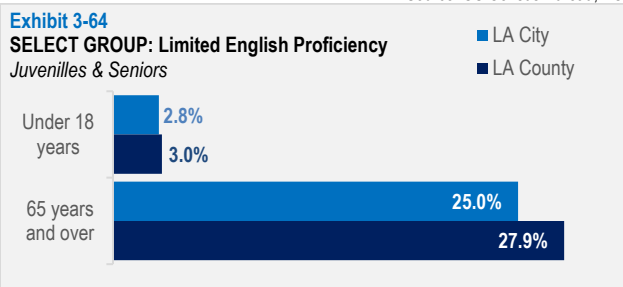


Exhibit 3-66: SELECT GROUP: Limited English Proficiency
Employment-to-Population Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	51.2%	47.7%
Some college, certificate/nondegree award, or associate degree (middle-skill)	53.1%	52.7%
Bachelor's degree or above (high skill)	53.0%	50.1%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	5.7%	5.9%
Some college, certificate/nondegree award, or associate degree (middle-skill)	5.3%	5.0%
Bachelor's degree or above (high skill)	5.5%	5.3%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	15.6	15.8
Average hours per week for Connected workers	36.8	37.0

3.10 Single Parents

There are over 770 thousand single parents who reside in Los Angeles County, more than 300 thousand of them reside in the City of Los Angeles.

Exhibit 3-67 through **Exhibit 3-73** provide disaggregated socioeconomic data specific to this cohort in the City of Los Angeles and in Los Angeles County as a whole for context.

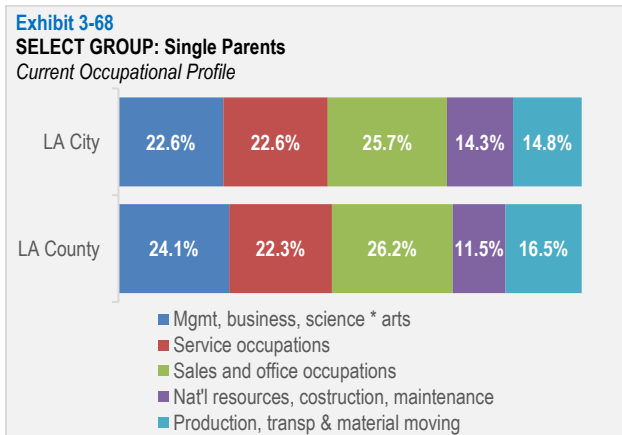
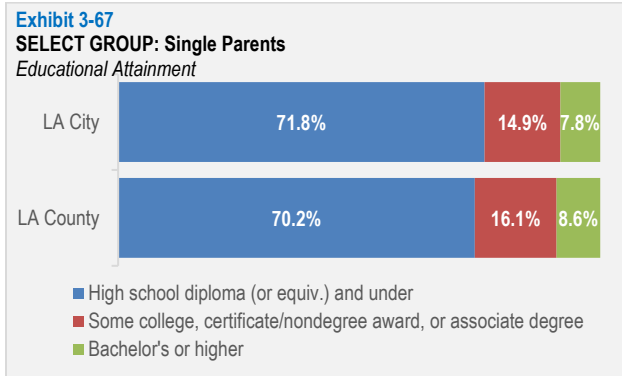


Exhibit 3-69: SELECT GROUP: Single Parents
Employment by Industry

	LA City	LA County
Natural Resources & Mining	0.5%	0.5%
Construction	5.3%	5.0%
Manufacturing	7.0%	7.8%
Wholesale Trade	2.5%	3.0%
Retail Trade	13.3%	12.4%
Transport, Warehousing & Utilities	4.9%	6.5%
Information	2.2%	2.0%
Financial Activities	4.4%	4.4%
Professional Business Services	12.2%	11.4%
Education, Health care and Social Assistance	21.0%	22.4%
Leisure and Hospitality	15.4%	14.0%
Other Services (not gov't)	8.5%	7.2%
Government	2.6%	3.3%
Total, All Industries	119,000	310,100

Exhibit 3-70: SELECT GROUP: Single Parents
Socioeconomic Characteristics

	LA City	LA County
Total population (women)	302,893	772,565
English not Spoken at Home, English not spoken very well	11.0%	9.3%
Average Household Income	\$78,282	\$81,754
% at or below the Poverty Line	35.4%	30.3%
Labor Force	109,107	284,561
Labor force participation rate	63.9%	64.8%
Unemployment rate	10.7%	9.3%
Share of Workers in Target Industries	18.8%	19.1%
Share of Workers in Target Occupations	8.3%	9.8%

Source: US Census Bureau, ACS

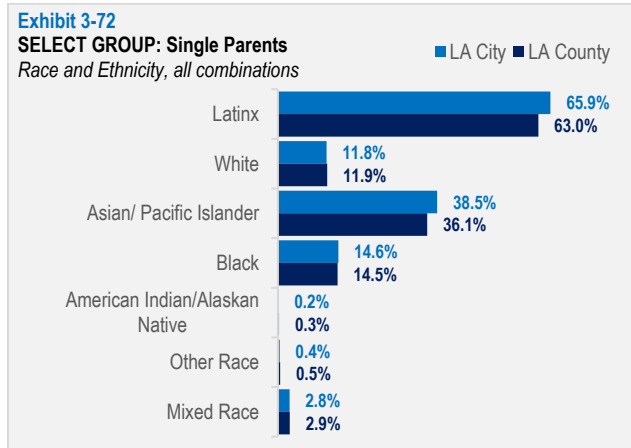
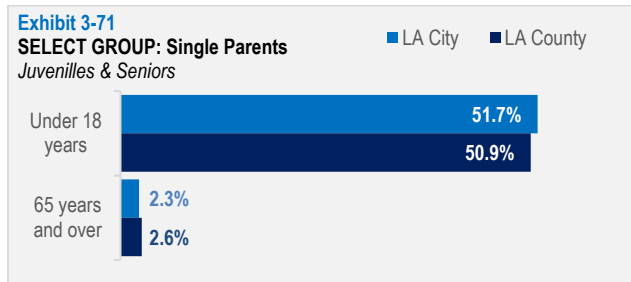


Exhibit 3-73: SELECT GROUP: Single Parents
Employment-to-Population Ratios and Disconnected Workers

	LA City	LA County
Employment-to-population ratio		
High school diploma (or equiv.) and under (low skill)	47.6%	47.4%
Some college, certificate/nondegree award, or associate degree (middle-skill)	66.4%	69.7%
Bachelor's degree or above (high skill)	80.8%	80.9%
Disconnection rates		
High school diploma (or equiv.) and under (low skill)	8.7%	8.3%
Some college, certificate/nondegree award, or associate degree (middle-skill)	8.3%	6.2%
Bachelor's degree or above (high skill)	6.0%	4.4%
Average hours worked by Connection status		
Average hours per week for Disconnected workers	17.6	17.3
Average hours per week for Connected workers	35.8	36.3

4 EMPLOYMENT, INDUSTRY AND JOBS

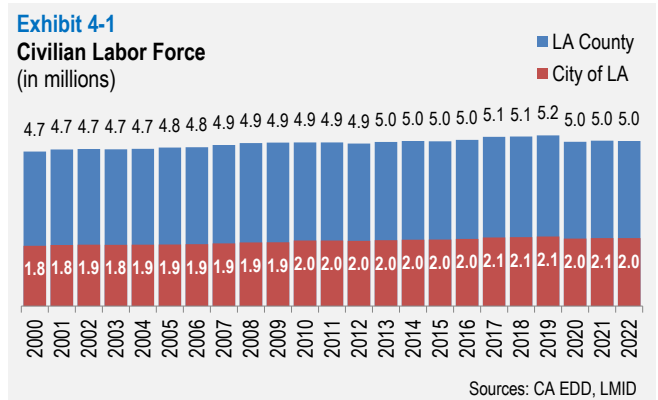
Labor market analysis provides an understanding of the resident population, its participation in the job market, and how well workers are matched to the jobs needed by firms in regional industries.

4.1 Labor Force

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

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

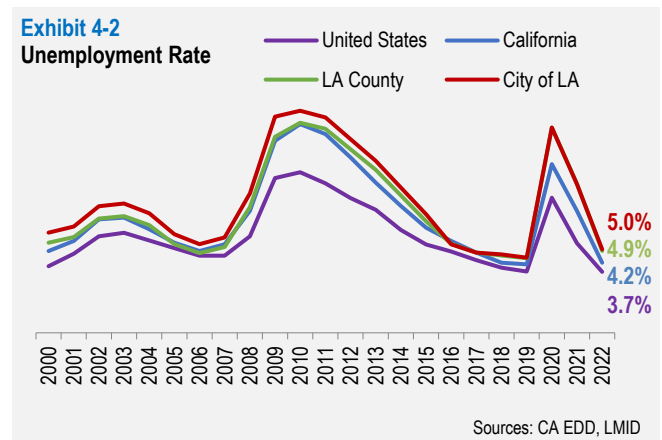
From 2007 through 2012, the labor force in Los Angeles County has hovered around 4.9 million, increasing to 5.0 million in 2013 through 2016. Subsequently, it experienced a gradual increase to 5.2 million before the onset of the COVID-19 pandemic, leading to a significant drop in the labor force to below 5.0 million from 2020 to 2022. The labor force in the City of Los Angeles followed a similar pattern, maintaining around 1.9 million from 2002 through 2009, increasing to 2.0 million from 2010 to 2016, reaching 2.1 million in 2019, and then declining to around 2 million from 2020 to 2022 (**Exhibit 4-1**).



The labor force participation rate is the ratio of the labor force (both those employed and those unemployed) to the total working-age population in a specified area. This is estimated to be 65.1 percent in Los Angeles County in 2022 (the most recent year that this data is available), compared to 66.5 percent in the City of Los Angeles.

Unemployment

The unemployment rate measures the number of individuals who are unemployed and actively seeking work as a share of the total labor force. The unemployment rate in Los Angeles County and the City has consistently exceeded state and national levels since 2000, with the City of Los Angeles generally experiencing a higher rate than the county overall (**Exhibit 4-2**).



During the Great Recession and the COVID-19 pandemic, both the county and the city saw more significant increases in unemployment than the national and state averages, reaching peaks of 13.3 percent in 2010 and 12.3 percent in 2020 in the city, and 12.6 percent in 2010 and 12.3 percent in 2020 in the county. Following the peak pandemic impact, it took nearly two years for unemployment rates to gradually approach their pre-pandemic levels. As of 2022, Los Angeles County and the City of Los Angeles reported unemployment rate of 4.9 percent and 5.0 percent, respectively. ❖

4.2 Current Employment by Industry

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

In general, both Los Angeles County and the City of Los Angeles reflect the national pattern of being largely service-oriented, with services accounting for more than three-fourths (77%) of all nonfarm employment (**Exhibit 4-3**). Government employment (including local, state and federal government employment) accounts for 12.5 percent of nonfarm county employment and close to 14 percent of all city employment.

Among the service industries, educational and health services is the largest, accounting for over 19 percent of employment, followed by professional and business services, leisure and hospitality, and retail trade.

Los Angeles County

At a more disaggregated level, the largest private sector industry in terms of employment in Los Angeles County in 2022 was food services and drinking places, providing 378,440 jobs (**Exhibit 4-4**). This industry includes all food services, including full-service restaurants, fast food outlets, caterers, mobile food services and drinking establishments—and is consistently the largest single industry by employment in the county. Over three quarters (77 percent) of this industry’s employment was in restaurants.

The second largest industry was professional and technical services, providing 308,801 jobs. This industry is large and diverse, and includes a variety of professions such as legal, accounting, architectural, engineering, computer design, advertising, environmental consulting, commercial photography, and more.

Other significant industries in the county include social assistance, administrative and support services (which



includes temporary employment), ambulatory health care services such as doctors’ and dentists’ offices, motion pictures and sound recording industries and hospitals, together providing more than 1,087,434 jobs.

**Exhibit 4-3
Industrial Profile 2022
(% of Total Employment)**

	LA County	City of LA
Total Nonfarm Payroll Employment	100.0%	100.0%
Good Producing Industries:	10.4%	8.6%
Natural Resources and Mining	0.0%	0.0%
Construction	3.3%	2.9%
Manufacturing – Durable Goods	4.2%	3.2%
Manufacturing – Nondurable Goods	2.9%	2.5%
Service Providing Industries	77.0%	77.8%
Wholesale Trade	4.5%	3.5%
Retail Trade	9.0%	7.6%
Transportation, Warehousing, Utilities	5.0%	5.2%
Information	5.2%	7.7%
Financial Activities	4.8%	5.2%
Professional and Business Services	14.7%	15.3%
Educational and Health Services	19.2%	18.5%
Leisure and Hospitality	11.3%	11.1%
Other Services	3.4%	3.6%
Government	12.5%	13.7%

Sources: California Employment Development Department (QCEW); Lightcast, LAEDC

**Exhibit 4-4
Top 20 Private Sector Industries by Employment
Los Angeles County 2022**

NAICS	Industry	Employment	% of total
722	Food services and drinking places	378,440	9.7%
541	Professional and technical services	308,801	7.9%
624	Social assistance	302,214	7.7%
561	Administrative and support services	269,451	6.9%
621	Ambulatory health care services	248,190	6.3%
512	Motion picture and sound recording	149,501	3.8%
622	Hospitals	118,078	3.0%
611	Educational services	110,091	2.8%
424	Wholesale: Nondurable goods	97,157	2.5%
238	Specialty trade contractors	95,230	2.4%
445	Retail: Food and beverage stores	94,869	2.4%
423	Wholesale: Durable goods	94,153	2.4%
623	Nursing and residential care facilities	82,974	2.1%
531	Real estate	67,995	1.7%
551	Management of companies	61,278	1.6%
812	Personal and laundry services	57,930	1.5%
488	Support Activities for Transportation	56,495	1.4%
522	Credit intermediation	52,852	1.3%
336	Transportation Equipment Manufacturing	50,815	1.3%
711	Performing Arts and Spectator Sports	47,514	1.2%

Sources: California Employment Development Department (QCEW); LAEDC

City of Los Angeles

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

The largest private sector industry in terms of employment in the City of Los Angeles in 2022 was professional and technical services, providing 226,630 jobs and food services and drinking places, providing 209,270 jobs, is the second largest industry was (**Exhibit 4-5**).

Other significant industries in the city include social assistance, administrative and support services (which includes temporary employment), ambulatory health care services such as doctors’ and dentists’ offices, private education services, motion picture and sound recording, hospitals, private education services, and establishments involved in the wholesale of nondurable goods (such as paper products, apparel, grocery items, and chemical and petroleum products), together providing just under 778,900 jobs.

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

4.3 Industry Competitiveness

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

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

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

Exhibit 4-5
Top 20 Private Sector Industries by Employment
City of Los Angeles 2022

NAICS	Industry	Employment	% of total
541	Professional and technical services	226,630	541
722	Food services and drinking places	209,270	722
624	Social assistance	174,465	624
561	Administrative and support services	143,054	561
621	Ambulatory health care services	141,845	621
512	Motion picture and sound recording	134,577	512
622	Hospitals	70,510	622
611	Educational services	64,205	611
424	Wholesale: Nondurable goods	50,249	424
238	Specialty trade contractors	49,811	238
531	Real estate	48,148	531
445	Retail: Food and beverage stores	47,331	445
623	Nursing and residential care facilities	46,346	623
488	Support Activities for Transportation	44,477	488
423	Wholesale: Durable goods	39,848	423
711	Performing Arts, Spectator Sports, and Related Industries	36,773	711
812	Personal and laundry services	36,513	812
551	Management of Companies and Enterprises	35,511	551
452	Retail: General merchandise stores	31,721	452
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	29,919	813

Sources: California Employment Development Department (QCEW); Lightcast, LAEDC

The industry with the highest location quotient in the City of Los Angeles in 2022 was motion picture and sound recording industries, with a location quotient of 10.6 compared to the national average (**Exhibit 4-6**). Apparel manufacturing ranks second with a location quotient of 8.1. These industries are undeniably those in which the city has a competitive advantage.

Competitive industries include manufacturing industries. Although manufacturing employment is on a sectoral decline across the nation, Los Angeles remains a relatively concentrated center of manufacturing across



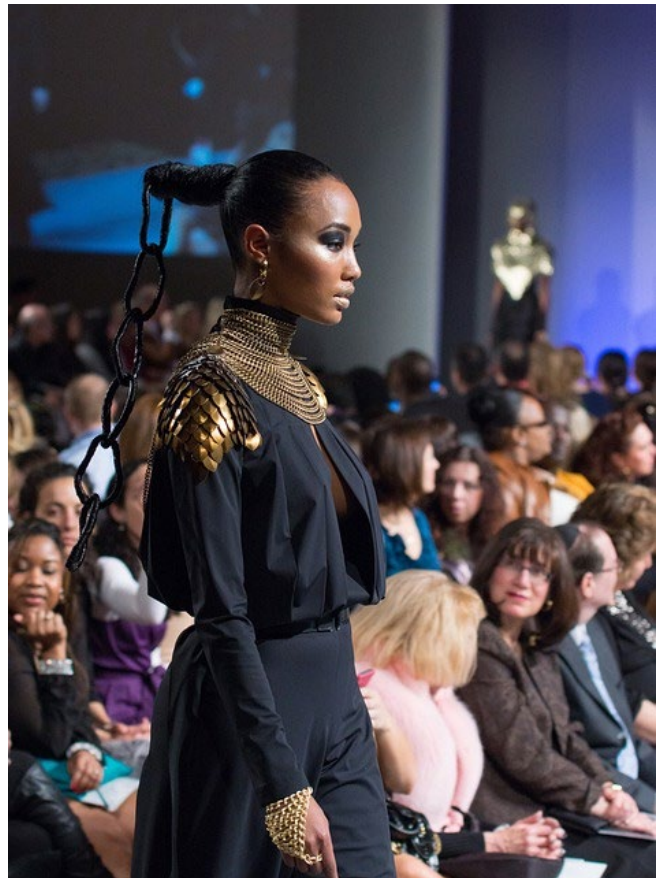
many product lines at the county level, including chemical manufacturing, transportation equipment, metal products, textiles, furniture, computer and electronic products and other miscellaneous manufacturing. In the City of LA, leather and allied product manufacturing and petroleum, textile mills, and coal products manufacturing were also some of the most concentrated.

Exhibit 4-6
Top Competitive Industries 2022
(Location Quotients v. US)

NAICS	Industry	LA County	City of LA
512	Motion Picture and Sound Recording	11.4	10.6
315	Apparel Manufacturing	8.0	8.1
481	Air Transportation	2.1	3.9
711	Performing Arts, Spectator Sports, Related	3.2	3.8
516	Broadcasting and Content Providers	2.7	3.2
488	Support Activities for Transportation	2.4	2.9
316	Leather and Allied Product Manufacturing	1.9	2.5
624	Social Assistance	2.4	2.3
313	Textile Mills	1.3	2.1
525	Funds, Trusts, and Other Financial Vehicles	1.8	2.0
712	Museums, Historical Sites, Similar Institutions	1.1	1.9
531	Real Estate	1.3	1.6
424	Merchant Wholesalers, Nondurable Goods	1.5	1.6
458	Clothing, Accessories, Shoe, Jewelry Retailers	1.6	1.6
482	Rail Transportation	0.6	1.5
611	Educational Services	1.2	1.5
532	Rental and Leasing Services	1.2	1.4
812	Personal and Laundry Services	1.3	1.3
518	Data Processing, Hosting, Related Services	0.8	1.3
483	Water Transportation	1.3	1.2
492	Couriers and Messengers	1.4	1.2
533	Lessors of Nonfinancial Intangible Assets	0.9	1.2
541	Professional, Scientific, and Technical Services	1.0	1.2
523	Securities, Commodity Contracts, Othr Financial	0.8	1.2
903	Local Government	1.0	1.1
813	Religious, Grantmaking, Civic, Prof'l, Simlr Orgs	1.1	1.1
902	State Government	0.6	1.0
324	Petroleum and Coal Products Manufacturing	1.7	1.0
621	Ambulatory Health Care Services	1.0	1.0

Sources: California Employment Development Department; LAEDC

The City of Los Angeles exhibits competitive strength across most of the same industries at the county level, but there are some differences in concentrations. Industries in which the city is more competitive than the county are shown in italics in the exhibit. These include: motion picture and sound recording industries; apparel manufacturing; air transportation; performing arts, spectator sports, and related industries; broadcasting and content providers; support activities for transportation; and more.



The industries identified as competitive in the City of Los Angeles, with location quotients of 1.2 and higher, whose concentration has increased between 2002 and 2022 include: Motion Picture and Sound Recording Industries (up by 0.); Textile Mills (up by 0.); Rail Transportation (up by 0.); Couriers and Messengers (up by 0.); Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) (up by 0.); Professional, Scientific, and Technical Services (up by 0.); Securities, Commodity Contracts, and Other Financial Investments and Related Activities (up by 0.).

The City of Los Angeles is compared to the cities of San Francisco, Atlanta, and New York in **Exhibit 4-7**. While the City of Los Angeles may have higher location quotients in many of these industries, the change in their concentration over time has not been as strong as the other jurisdictions; out of the city’s 24 competitive industries, the location quotient has fallen in 15 of these industries from 2002 through 2022.

A complete list of all industries, including the temporal and jurisdictional comparisons are provided in Exhibit A-795 and Exhibit A-796 in the appendix. ❖

Exhibit 4-7

Jurisdictional Comparison for City of LA's Competitive Industries

Industry	LQ in 2022				LQ Change 2002 to 2022			
	City of LA	San Francisco	Atlanta	New York	City of LA	San Francisco	Atlanta	New York
Motion Picture and Sound Recording	10.6	1.0	3.7	4.1	0.2	0.2	-2.8	-1.0
Apparel Manufacturing	8.1	1.5	0.3	2.6	-0.8	1.9	0.0	1.7
Air Transportation	3.9	2.9	0.5	2.1	-1.0	0.0	3.5	-0.4
Performing Arts, Spectator Sports, and Related	3.8	2.4	1.7	2.9	-1.2	1.2	0.4	0.0
Broadcasting and Content Providers	3.2	5.4	2.9	4.7	-1.5	-2.4	0.7	-1.9
Support Activities for Transportation	2.9	1.1	2.1	0.8	-0.3	0.1	-0.6	0.4
Leather and Allied Product Manufacturing	2.5	0.6	0.2	0.3	-0.5	0.1	-0.1	0.6
Social Assistance	2.3	2.1	0.4	1.9	-1.6	-0.8	0.2	0.9
Textile Mills	2.1	0.0	0.3	0.2	0.3	0.0	0.6	0.5
Funds, Trusts, and Other Financial Vehicles	2.0	4.3	3.2	2.6	-1.1	-3.2	-2.1	1.0
Museums, Historical Sites, and Similar Institutions	1.9	3.5	1.5	2.7	-0.1	0.2	-0.6	0.6
Real Estate	1.6	1.5	2.0	2.3	-0.3	0.1	0.0	0.4
Merchant Wholesalers, Nondurable Goods	1.6	0.3	0.9	1.1	0.0	0.3	0.3	0.2
Clothing, Accessories, Shoe, Jewelry Retailers	1.6	1.2	0.9	1.7	-0.3	0.4	0.3	0.0
Rail Transportation	1.5	0.0	1.8	0.8	0.4	0.0	-1.8	-0.8
Educational Services	1.5	1.1	1.9	2.2	0.0	0.5	-0.7	0.1
Rental and Leasing Services	1.4	0.9	1.5	0.5	-0.1	0.3	-0.1	0.0
Personal and Laundry Services	1.3	1.1	0.9	1.3	-0.3	0.0	0.0	-0.1
Data Processing, Hosting, and Related Services	1.3	9.1	3.4	1.2	-0.6	-8.4	-0.9	-0.5
Water Transportation	1.2	0.9	0.1	0.9	-0.5	-0.1	0.0	0.5
Couriers and Messengers	1.2	1.1	1.4	0.8	0.1	0.2	1.5	0.5
Lessors of Nonfinancial Intangible Assets	1.2	2.6	1.1	3.1	0.6	-1.4	1.1	0.1
Professional, Scientific, and Technical Services	1.2	2.9	1.6	1.4	0.2	-0.8	0.2	0.1
Securities, Commodity Contracts, Other Financial	1.2	3.1	1.8	6.2	0.1	2.9	0.0	1.6

4.4 Industry Clusters

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

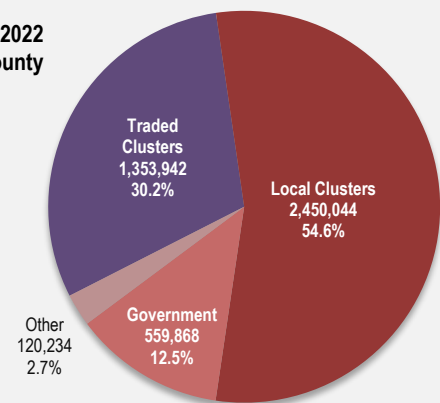
Industries are classified into two types of clusters using definitions developed by Professor Michael Porter of the Institute for Strategy and Competitiveness at Harvard Business School and now published by the Cluster Mapping project (CMP). These are: (1) *Local industry clusters*, which provide goods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

Approximately 55 percent of all employment in Los Angeles County is in local industry clusters, such as health services, local commercial services and local hospitality establishments (**Exhibit 4-9**). Just over 30 percent is in

traded industry clusters, such as trade, entertainment, business services and fashion.

Exhibit 4-8

**Employment in 2022
Los Angeles County**



Sources: CMP; Estimates by LAEDC

The largest traded industry cluster in Los Angeles County in 2022 was trade, employing approximately 276,800 workers, followed by business services, with close to 236,600 workers, and entertainment, with close to 196,600 employed (**Exhibit 4-9**). Overall, more than 1.3 million jobs were involved in traded industry clusters.

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

**Exhibit 4-9
Largest Traded Industry Clusters in Los Angeles County in 2022
(By employment)**

	Employment	LQ
Trade ¹	276,777	1.1
Business Services	236,550	0.8
Entertainment ²	196,594	8.3
Education and Knowledge Creation	94,003	1.1
Hospitality and Tourism	73,213	0.8
Marketing, Design and Publishing	70,376	1.6
Aerospace Vehicles and Defense	57,076	3.0
Financial Services	43,927	0.7
Information Technology / Analytical Instruments	34,748	0.7
Fashion ³	33,356	3.0
Food Processing and Manufacturing	31,346	0.8
All Other Traded Clusters	205,976	
Total Traded Cluster Employment	1,353,942	1.0

¹ Includes Transportation and Logistics, Distribution and Electronic Commerce and Water Transportation ² Includes Music and Sound Recording, Performing Arts and Video Production and Distribution ³ Includes Apparel, Footwear, Jewelry and Precious Metals, Leather and Related Products, and Textiles
Sources: CMP; CA EDD; BLS; Estimates by LAEDC

Local industry clusters provide just over 82 percent more jobs than traded industry clusters (**Exhibit 4-10**). The largest clusters in Los Angeles County are health services, with almost 473,600 jobs, local hospitality establishments with close to 409,100 jobs, and community and civic organizations, with close to 317,800 jobs. ❖

**Exhibit 4-10
Largest Local Industry Clusters in Los Angeles County in 2022
(By employment)**

	Employment
Health Services	473,581
Local Hospitality Establishments	409,066
Community and Civic Organizations	321,264
Local Commercial Services	317,765
Real Estate, Const. and Development	150,560
All Other Local Clusters	777,808
Total Local Cluster Employment	2,450,044

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

4.5 Regional Industry Employment Forecast

Employment opportunities for residents of Los Angeles County and in the City of Los Angeles will depend on the health of the regional economy. Here we present the

industry employment forecast for the City of Los Angeles and Los Angeles County as a whole.

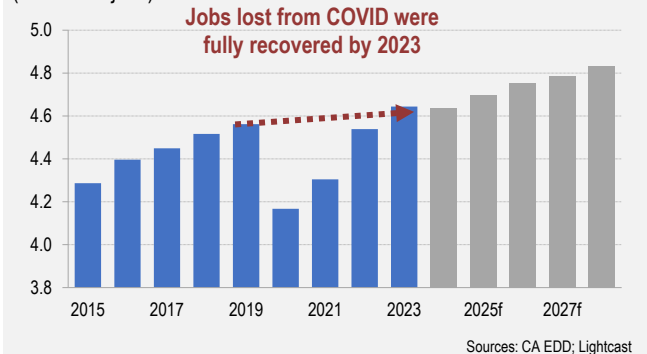
Los Angeles County

Los Angeles County took three years to completely recover from the job losses caused by the COVID pandemic. In 2023, nonfarm employment saw an addition of 105,200 wage and salary jobs, bringing the total to over 4.64 million jobs. This represents a 2.3 percent increase from 2022 and nearly 82,000 more jobs compared to the pre-pandemic level in 2019.

During 2023, most of the major industry sectors in Los Angeles County experienced job growth, with the most significant gains in private education & health and leisure & hospitality, together accounting for over 90 percent of the total employment growth in 2023.

Looking forward, nonfarm employment in Los Angeles County is projected to increase by 360,200 jobs from 2022 to 2028 (**Exhibit 4-11**), with Health Services, Leisure and Hospitality, Education Services, and Professional & Business Services leading the job growth.

**Exhibit 4-11
Nonfarm Employment in Los Angeles County
(millions of jobs)**



When compared to 2022 employment levels, Health Services is expected to see a substantial increase of 12.9 percent in jobs by 2028, followed by a 11.9 percent growth in Leisure & Hospitality. In contrast, manufacturing jobs are projected to decline by 11.7 percent due to ongoing technological advancements, capital and labor substitution, and productivity enhancements.

The expected employment growth in individual sectors at the county level is shown in **Exhibit 4-12**. Projected job creation will differ at the city level given the different mix of industries in the two regions.

Exhibit 4-12
Industry Employment Growth 2022-2028
(Los Angeles County)

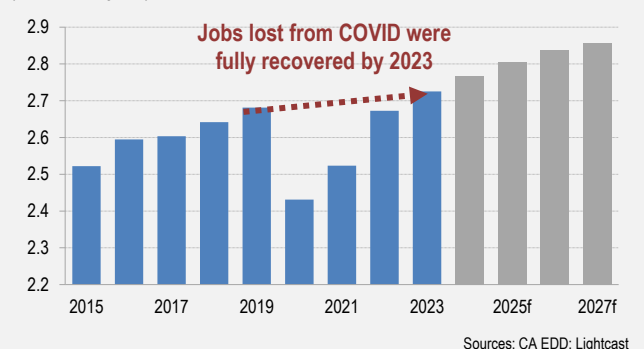
	Annual Average % Growth	Δ Employment (000s)
Total Nonfarm Payroll Employment	1.3%	360.2
Good Producing Industries:	-0.9%	-23.8
Natural Resources and Mining	-2.3%	-0.2
Construction	1.0%	8.8
Manufacturing – Durable Goods	-1.4%	-15.6
Manufacturing – Nondurable Goods	-2.3%	-16.8
Service Providing Industries	1.7%	365.3
Wholesale Trade	-0.4%	-5.3
Retail Trade	0.6%	14.0
Transportation, Warehousing, Utilities	1.7%	22.5
Information	1.7%	24.1
Financial Activities	0.1%	0.7
Professional and Business Services	1.2%	49.5
Educational and Health Services	3.0%	166.9
Leisure and Hospitality	2.6%	83.8
Other Services	1.0%	9.0
Government	0.6%	20.1

Sources: California Employment Development Department; Lightcast; LAEDC

City of Los Angeles

Employment trends in the City of Los Angeles have followed a similar pattern to the county after the pandemic, with job losses fully recovered by 2023 (Exhibit 4-13). In 2023, nonfarm employment witnessed an addition of 52,700 wage and salary jobs, reaching a total of over 1.9 million jobs. This represents a 2.0 percent increase from 2022 and nearly 44,100 more jobs compared to the pre-pandemic level in 2019.

Exhibit 4-13
Nonfarm Employment in City of Los Angeles
 (millions of jobs)



The expected employment growth in individual sectors at the city level between 2022 and 2028 is shown in Exhibit 4-14. Nonfarm employment in the City of Los Angeles is projected to increase by 211,400 jobs during this period, with Health and Educational Services, Leisure and Hospitality, Professional & Business Services, and Information sectors driving the employment growth.



Exhibit 4-14
Industry Employment Growth 2022-2028
(City of Los Angeles)

	Annual Average % Growth	Δ Employment (000s)
Total Nonfarm Payroll Employment	1.3%	211.4
Good Producing Industries:	-0.8%	-10.2
Natural Resources and Mining	-3.6%	-0.1
Construction	0.9%	4.5
Manufacturing – Durable Goods	-1.3%	-6.5
Manufacturing – Nondurable Goods	-2.2%	-8.2
Service Providing Industries	1.6%	204.8
Wholesale Trade	-0.9%	-4.7
Retail Trade	0.7%	9.1
Transportation, Warehousing, Utilities	1.8%	15.5
Information	1.5%	19.9
Financial Activities	0.2%	2.1
Professional and Business Services	1.3%	34.2
Educational and Health Services	2.8%	88.4
Leisure and Hospitality	1.9%	35.8
Other Services	0.8%	4.5
Government	0.8%	17.0

Sources: California Employment Development Department; Lightcast; LAEDC

4.6 Job Creation Potential

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

Between 2022 and 2028, the economy is expected to add 360,200 new jobs in nonfarm industries across the county, and 211,400 new jobs in the City of Los Angeles.

Exhibit 4-15 presents the top 20 industries in Los Angeles County in terms of projected new job creation between 2022 and 2028.

The industry with the largest expected new job creation potential is social assistance, expected to add 72,900 jobs between 2022 and 2028 in the county and 29,300 jobs in the city. This is largely a result of the increased care required of the aging population. Other large segments include food services and drinking places, ambulatory health care services, and professional, scientific and technical services.

The industry with the second largest expected employment gains is food services and drinking places, projected to add 45,900 jobs between 2022 and 2028 in the county and 15,000 in the city. This is a very large industry that includes restaurants of all service types, including fast food, full service, catering and mobile food service, as well as bars and nightclubs.

Combined health care services provided by hospitals, ambulatory health care services, and nursing and residential care facilities are together projected to add 56,000 jobs from 2022 to 2028 in the county and 22,000 in the city. As noted above, these are expected to continue growing, but not at the rate expected for jobs in social assistance.

Fourth on the list is administrative and support services, which includes temporary employment.

Also on the list are Performing Arts, Spectator Sports, and Related Industries, local government, Nursing and Residential Care Facilities, Motion Picture and Sound Recording Industries, truck and air transportation, and Heavy and Civil Engineering Construction.

Taken together, these twenty industries are expected to add more than 307,000 new jobs during the period from 2022 to 2028 in Los Angeles County and more than 130,900 new jobs in the City of Los Angeles, with forecasted job loss in other industries, such as manufacturing and retail, pulling down the total projections.

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

4.7 Identifying Target Industries

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

Exhibit 4-15
Projected New Job Creation 2022-2028

NAICS	Industry	LA City	LA County
624	Social Assistance	29,300	72,900
722	Food Services and Drinking Places	15,000	45,900
621	Ambulatory Health Care Services	14,000	34,100
541	Professional, Scientific, and Technical Services	11,300	21,200
903	Local Government	9,300	16,100
611	Educational Services	7,000	13,400
623	Nursing and Residential Care Facilities	6,400	14,000
902	State Government	6,100	9,100
812	Personal and Laundry Services	4,600	10,700
561	Administrative and Support Services	3,700	11,000
711	Performing Arts, Spectator Sports, and Related Industries	3,600	7,600
713	Amusement, Gambling, and Recreation Industries	3,500	6,400
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	2,900	4,500
721	Accommodation	2,400	7,900
531	Real Estate	2,300	3,800
481	Air Transportation	2,100	3,500
445	Food and Beverage Stores	2,000	6,100
336	Transportation Equipment Manufacturing	2,000	5,900
484	Truck Transportation	1,800	5,500
622	Hospitals	1,600	7,900
TOTAL JOB CREATION OF TOP 20 NONFARM INDUSTRIES		130,900	307,000

Source: CA EDD; Lightcast

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

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

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

- ▶ Construction Industries (NAICS 236, 237, 238)
- ▶ Transportation (NAICS 481-484, 488)
- ▶ Motion Picture and Sound Recording (NAICS 512)
- ▶ Health Care Services (NAICS 621, 622, 623)
- ▶ Social Assistance (NAICS 624)
- ▶ Performing Arts, Spectator Sports, and Related Industries (NAICS 711)
- ▶ Biomedical Manufacturing (NAICS 3254, 3391)



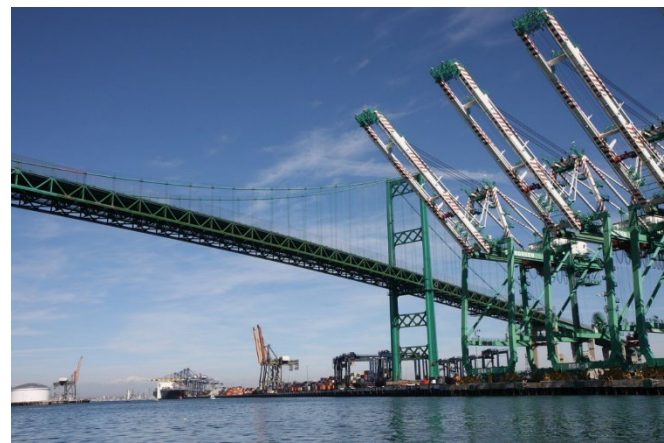
These industries are discussed individually below, including employment projections at the industry level and the types of occupations that they are most likely to employ.

Exhibit 4-16

Target Industries Summary, Los Angeles County

Target Industry	Current Employment (2022)	Δ Employment (2022-2028)	% Green Occs.	% Living Wage Occs.	% Low -Skill Occs.	% Middle-Skill Occs.	Median Hourly Wage
Construction Industries	150,600	6,000	56.2%	90.0%	76.0%	7.5%	\$31.64
Transportation	126,900	10,800	39.5%	70.7%	61.5%	23.8%	\$32.11
Motion Picture and Sound Recording	149,500	(1,300)	17.7%	86.2%	24.3%	15.5%	\$42.13
Health Care Services	449,200	56,000	4.0%	64.5%	33.2%	28.1%	\$37.05
Social Assistance	302,200	72,900	3.1%	17.5%	82.2%	5.5%	\$19.03
Performing Arts, Spectator Sports, and Related Industries	47,500	7,600	16.6%	74.9%	46.0%	5.8%	\$36.35
Biomedical Manufacturing	17,300	800	54.0%	68.9%	61.1%	4.6%	\$32.44

Source: CA EDD; Lightcast; LAEDC



Construction Industries

The need for additional housing stock to meet pent-up demand continues to be one of the drivers in this sector. Moreover, the \$1.2 trillion Infrastructure Investment and Jobs Act (IIJA), translates into unprecedented levels of federal funding for practically all infrastructure projects. As many of the infrastructure projects currently planned to be funded through federal and state infrastructure dollars come online this year (2024), it will result in the employment of thousands of workers in highway, transit, infrastructure and other projects. Additionally, continuing incentives and mandates related to energy efficiency represent additional opportunities for workers.

Together, the sector is projected to add 6,000 jobs between 2022 and 2028 in Los Angeles County with just over 2,400 jobs added in the City of Los Angeles (**Exhibit 4-16**).

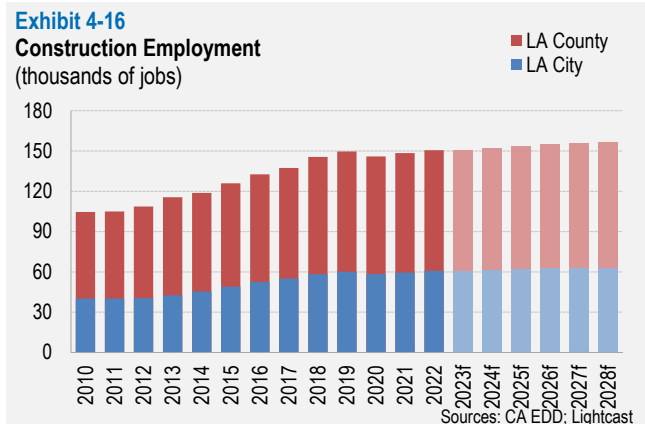


Exhibit 4-17 displays the top detailed occupations with the largest employment shares in the construction industry.

Exhibit 4-17
Top Occupations in Construction Industry
 (by % of Industry Employment)

SOC	Occupational Title
47-2031	Carpenters
47-2061	Construction Laborers
47-2111	Electricians
47-1011	First-Line Supervisors of Construction Trades/ Extraction Workers
47-2152	Plumbers, Pipefitters, and Steamfitters
43-9061	Office Clerks, General
11-9021	Construction Managers
47-2141	Painters, Construction and Maintenance
49-9021	Heating, Air Conditioning and Refrigeration Mechanics/ Installers
47-2081	Drywall and Ceiling Tile Installers

Sources: CA EDD; Lightcast

Construction is a high road industry, one that provides opportunity for equity, sustainability, and job quality. **Exhibit 4-18** identifies a selection of green occupations in the construction industry.

Exhibit 4-18
Green Occupations in Construction Industry
 (Sustainability Focused)

SOC	Occupational Title
47-2031	Carpenters
47-2061	Construction Laborers
47-2111	Electricians
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers
47-2152	Plumbers, Pipefitters, and Steamfitters
11-9021	Construction Managers
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers

Sources: CA EDD; ONET; Lightcast

Exhibit 4-19 presents the top occupations in the industry with living wages across the skills spectrum.

Exhibit 4-19
Top Occupations in Construction Industry with Living Wages
 (by median hourly wage in 2022)

SOC	Occupational Title
Below Middle-Skill	
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers
47-2073	Operating Engineers and Other Construction Equipment Operators
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers
Middle-Skill	
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers
53-3032	Heavy and Tractor-Trailer Truck Drivers
43-3031	Bookkeeping, Accounting, and Auditing Clerks
Above Middle Skill	
11-9199	Managers, All Other
11-9021	Construction Managers
11-1021	General and Operations Managers

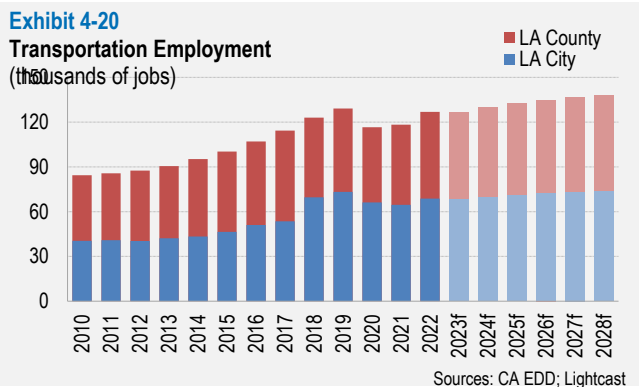
Sources: CA EDD; Lightcast



Transportation Industries

Transportation industries in Los Angeles County, include passenger rail and public transportation, to the Port of Los Angeles and Port of Long Beach and Los Angeles International Airport (LAX), in addition to other logistics operations; they all play a vital role in the regional economy. The competitive location, extensive infrastructure, and sophisticated logistics network have positioned Los Angeles as a key player in the global supply chain. Employment in the transportation sector in Los Angeles County is primarily concentrated in air transportation, ground transportation, marine cargo handling, and supporting activities.

In 2019, total employment in the transportation sector reached nearly 130,000 jobs in the county and 73,200 jobs in the city (**Exhibit 4-20**). Despite substantial disruptions caused by the COVID-19 pandemic, including economic downturns and supply chain challenges, over 98 percent of the lost jobs were recovered by 2022.



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. Projections indicate that by 2028, the transportation industries will support over 137,000 jobs in the county and 73,500 jobs in the city.

Exhibit 4-21 displays the top detailed occupations with the largest employment shares in the transportation industry.

Similar to construction, transportation is also considered a high road industry, one that provides opportunity for equity, sustainability, and job quality. **Exhibit 4-22** identifies a selection of green occupations in the transportation industry.

Exhibit 4-21

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

SOC	Occupational Title
53-3032	Heavy and Tractor-Trailer Truck Drivers
53-7062	Laborers and Freight, Stock, and Material Movers, Hand
53-2031	Flight Attendants
43-5011	Cargo and Freight Agents
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks
53-2011	Airline Pilots, Copilots, and Flight Engineers
53-7051	Industrial Truck and Tractor Operators
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors
11-1021	General and Operations Managers
49-3011	Aircraft Mechanics and Service Technicians

Sources: CA EDD; Lightcast

Exhibit 4-22

Green Occupations in Transportation Industry
 (Sustainability Focused)

SOC	Occupational Title
53-3032	Heavy and Tractor-Trailer Truck Drivers
43-5011	Cargo and Freight Agents
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors
11-1021	General and Operations Managers
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel
11-3071	Transportation, Storage, and Distribution Managers
53-7021	Crane and Tower Operators

Sources: CA EDD; ONET; Lightcast

Exhibit 4-23 presents the top occupations in the industry with living wages across the skills spectrum.

Exhibit 4-23

Top Occupations in Transportation Industry with Living Wages
 (by median hourly wage in 2022)

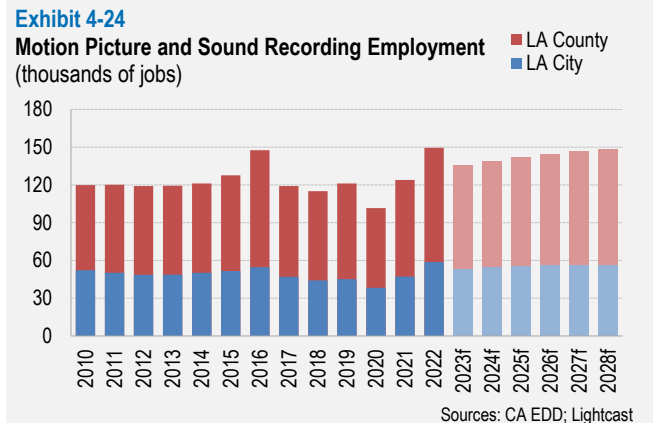
SOC	Occupational Title
Below Middle-Skill	
53-2012	Commercial Pilots
11-3071	Transportation, Storage, and Distribution Managers
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers
Middle-Skill	
53-5031	Ship Engineers
53-5021	Captains, Mates, and Pilots of Water Vessels
49-3011	Aircraft Mechanics and Service Technicians
Above Middle Skill	
53-2011	Airline Pilots, Copilots, and Flight Engineers
11-1021	General and Operations Managers
13-2011	Accountants and Auditors

Sources: CA EDD; Lightcast

Motion Picture and Sound Recording Industries

As a hallmark of the region’s distinctive entertainment sector, the Motion Picture and Sound Recording industry encompasses motion picture and video productions, distribution, and exhibition (including both pre- and post-production processes and services), sound recording, music publishing, and record production and distribution.

This industry not only exhibits diverse workforce requirements, but also has close connections with various sectors, including marketing, information technology, online publishing, and service delivery. The Motion Picture and Sound Recording industry experienced substantial growth from 2010 to 2019, boosted by incentives from the California Film and Television Tax Credit Program. Despite facing challenges during the COVID-19 pandemic, including significant setbacks in the entertainment and information sectors, the Motion Picture industry rebounded in 2021, with a notable growth in employment levels in 2022 (**Exhibit 4-24**).



However, the industry faced challenges again due to the dual Hollywood strikes in 2023. In 2022, total employment in this sector reached its peak since 2010, amounting to nearly 150,000 jobs in the county and 58,700 jobs in the city. In 2023, an estimated 10 percent decline in total employment occurred in both the county and city. Projections indicate a steady growth trajectory for the industry from 2024 to 2028, with total employment remaining below the 2022 peak but significantly surpassing the average pre-pandemic levels.

Exhibit 4-25 displays the top detailed occupations with the largest employment shares in the construction industry.

Exhibit 4-25
Top Occupations in Motion Picture and Sound Recording Industry (by % of Industry Employment)

SOC	Occupational Title
27-2012	Producers and Directors
27-1014	Special Effects Artists and Animators
27-2011	Actors
27-4032	Film and Video Editors
27-3099	Media and Communication Workers, All Other
27-3041	Editors
27-4012	Broadcast Technicians
43-5061	Production, Planning, and Expediting Clerks
27-4031	Camera Operators, Television, Video, and Film
11-1021	General and Operations Managers

Sources: CA EDD; Lightcast

Similar to construction and transportation, motion picture and sound recording can be considered a high road industry, one that provides opportunity for equity, sustainability, and job quality. **Exhibit 4-26** identifies a selection of green occupations in the motion picture and sound recording industry.

Exhibit 4-26
Green Occupations in Motion Picture and Sound Recording Industry (Sustainability Focused)

SOC	Occupational Title
27-1014	Special Effects Artists and Animators
27-1011	Art Directors
27-4015	Lighting Technicians
13-1199	Business Operations Specialists, All Other
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
39-3092	Costume Attendants
15-1299	Computer Occupations, All Other

Sources: CA EDD; ONET; Lightcast

Exhibit 4-27 presents the top occupations in the industry with living wages across the skills spectrum.

Exhibit 4-27
Top Occupations in Motion Picture and Sound Recording Industry with Living Wages (by median hourly wage in 2022)

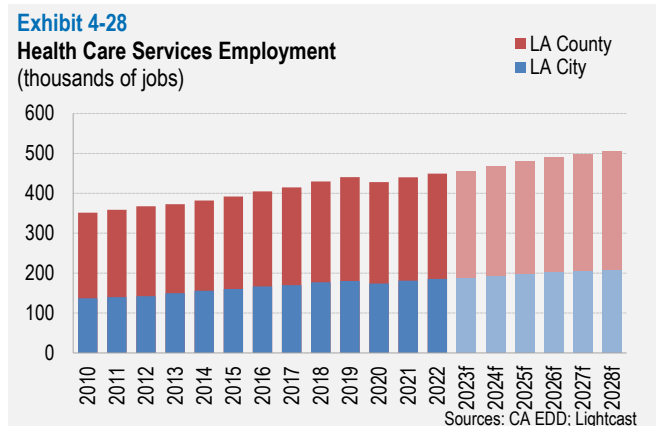
SOC	Occupational Title
Below Middle-Skill	
27-4015	Lighting Technicians
27-3099	Media and Communication Workers, All Other
43-6011	Executive Secretaries and Executive Administrative Assistants
Middle-Skill	
27-4012	Broadcast Technicians
39-5091	Makeup Artists, Theatrical and Performance
27-4011	Audio and Video Technicians
Above Middle Skill	
11-3021	Computer and Information Systems Managers
11-3031	Financial Managers
11-9199	Managers, All Other

Sources: CA EDD; Lightcast

Health Care Services Industries

Healthcare services is a large and growing industry, which is composed of several inter-related and supporting industries, including hospitals, offices of physicians and healthcare practitioners, ambulatory healthcare services, medical and diagnostic laboratories, nursing and residential care facilities.

The sector as a whole has been growing steadily over the past two decades due to the aging population and increased access to health care related to the Affordable Care Act in starting in 2010, and, despite the COVID-19 pandemic impacting the industry in 2020 and 2021, the total employment in this sector surpassed its pre-pandemic level in 2022, with 449,200 jobs in the County and 185,400 jobs in the city (**Exhibit 4-28**). The industry is projected to continue to be a driver of economic activity going forward as the population continues to grow and age, and as medical advancements extend life expectancy.



Offering diverse employment opportunities with varying skills and educational requirements, the sector provides accessible career pathways through stackable certificates. This sector is expected to add 56,000 jobs in Los Angeles County and 22,000 jobs in the City of Los Angeles between 2022 and 2028.

Exhibit 4-29 displays the top detailed occupations with the largest employment shares in the health care services industry.

The health care services industry is another high road industry, one that provides opportunity for equity, sustainability, and job quality. **Exhibit 4-30** identifies a selection of green occupations in the health care services industry.

Exhibit 4-31 presents the top occupations in the industry with living wages across the skills spectrum.

Exhibit 4-29
Top Occupations in Health Care Services Industry
 (by % of Industry Employment)

SOC	Occupational Title
29-1141	Registered Nurses
31-1128	Home Health and Personal Care Aides
31-1131	Nursing Assistants
31-9092	Medical Assistants
43-6013	Medical Secretaries and Administrative Assistants
29-2061	Licensed Practical and Licensed Vocational Nurses
31-9091	Dental Assistants
11-9111	Medical and Health Services Managers
43-4171	Receptionists and Information Clerks
29-1292	Dental Hygienists

Sources: CA EDD; Lightcast

Exhibit 4-30
Green Occupations in Health Care Services Industry
 (Sustainability Focused)

SOC	Occupational Title
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
29-1051	Pharmacists
39-9032	Recreation Workers
29-2052	Pharmacy Technicians
31-1132	Orderlies
31-9094	Medical Transcriptionists
31-2011	Occupational Therapy Assistants

Sources: CA EDD; ONET; Lightcast

Exhibit 4-31
Top Occupations in Health Care Services Industry with Living Wages
 (by median hourly wage in 2022)

SOC	Occupational Title
Below Middle-Skill	
43-1011	First-Line Supervisors of Office and Administrative Support Workers
31-9093	Medical Equipment Preparers
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Middle-Skill	
29-1292	Dental Hygienists
29-2032	Diagnostic Medical Sonographers
29-2034	Radiologic Technologists and Technicians

SOC	Occupational Title
Above Middle Skill	
29-1223	Psychiatrists
29-1211	Anesthesiologists
29-1242	Orthopedic Surgeons, Except Pediatric

Sources: CA EDD; Lightcast

Social Assistance Industries

The Social Assistance Industry has experienced significant growth over the last ten years, emerging as a prominent employment provider in Los Angeles. This industry comprises various sectors, including individual and family services (serving children, youth, the elderly, and individuals with disabilities), community food and housing, emergency and other relief services, vocational rehabilitation services, and childcare services. It offers employment opportunities across a wide spectrum of occupations and skill sets, ranging from administrative support workers and secretaries to licensed practical and licensed vocational nurses, teaching assistants, financial managers, and registered nurses.

In the past decade, total employment within the Social Assistance industries has surged from 217,100 jobs in the county and 87,900 in the city in 2013 to 302,200 jobs in the county and 123,700 in the city in 2022 (**Exhibit 4-32**). Projections indicate continued rapid growth between 2022 and 2028, with total employment expected to increase by approximately 24 percent in both the county and city, reaching 375,100 jobs and 152,900 jobs, respectively.

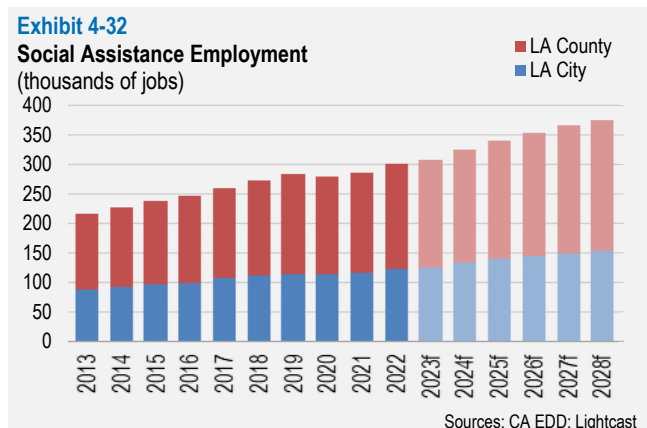


Exhibit 4-33 displays the top detailed occupations with the largest employment shares in the social assistance industry.

Exhibit 4-34 identifies a selection of green occupations in the social assistance industry.

Exhibit 4-35 presents the top occupations in the industry with living wages across the skills spectrum.

Exhibit 4-33

Top Occupations in Social Assistance Industry
 (by % of Industry Employment)

SOC	Occupational Title
31-1128	Home Health and Personal Care Aides
25-2011	Preschool Teachers, Except Special Education
21-1093	Social and Human Service Assistants
21-1021	Child, Family, and School Social Workers
11-9151	Social and Community Service Managers
39-9011	Childcare Workers
21-1013	Marriage and Family Therapists
25-9045	Teaching Assistants, Except Postsecondary
31-1131	Nursing Assistants
43-9061	Office Clerks, General

Sources: CA EDD; Lightcast

Exhibit 4-34

Green Occupations in Social Assistance Industry
 (Sustainability Focused)

SOC	Occupational Title
31-1131	Nursing Assistants
11-9031	Education and Childcare Administrators, Preschool and Daycare
29-2061	Licensed Practical and Licensed Vocational Nurses
11-3031	Financial Managers
53-3053	Shuttle Drivers and Chauffeurs
35-2012	Cooks, Institution and Cafeteria
25-3021	Self-Enrichment Teachers

Sources: CA EDD; ONET; Lightcast

Exhibit 4-35

Top Occupations in Social Assistance Industry with Living Wages
 (by median hourly wage in 2022)

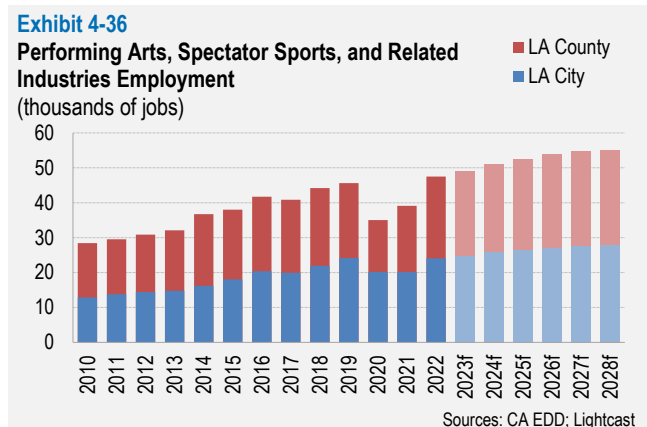
SOC	Occupational Title
Below Middle-Skill	
43-1011	First-Line Supervisors of Office and Administrative Support Workers
43-5061	Production, Planning, and Expediting Clerks
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Middle-Skill	
29-2061	Licensed Practical and Licensed Vocational Nurses
43-3031	Bookkeeping, Accounting, and Auditing Clerks
25-9045	Teaching Assistants, Except Postsecondary
Above Middle Skill	
11-3031	Financial Managers
29-1141	Registered Nurses
11-9111	Medical and Health Services Managers

Sources: CA EDD; Lightcast

Performing Arts, Spectator Sports and Related Industries

Known as a vibrant hub for artists, performers, and creators, Los Angeles County’s unique strength in performing arts is demonstrated by its high concentration of employment in this industry compared to the national average level. Additionally, Los Angeles stands as one of the largest markets for collegiate and professional sports in the United States. The performing arts, spectator sports and related industries encompass various sectors, including performing arts companies, spectator sports, promoters of performing arts and sports, agents and managers for artists and athletes, and independent artists, writers, and performers.

Since 2010, the performing arts and sports industry in Los Angeles has experienced significant growth, with employment expanding by 60 percent in the county and 90 percent in the city, resulting in total employment figures of 45,600 jobs and 24,200 jobs, respectively (**Exhibit 4-36**). However, the COVID-19 pandemic substantially disrupted entertainment and sports industries, causing a 23 percent reduction in total employment in the county and a 17 percent reduction in the city in 2020.



Despite these challenges, the industry made a full recovery from the pandemic’s effects by 2022. Looking forward, the performing arts and sports industry is projected to have steady growth in the coming years, with an anticipated 15 percent increase in total employment between 2022 and 2028 in both the county and the city.

Exhibit 4-37 displays the top detailed occupations with the largest employment shares in the performing arts, spectator sports and related industries.

Exhibit 4-37
Top Occupations in Performing Arts, Spectator Sports and Related Industries
 (by % of Industry Employment)

SOC	Occupational Title
13-1011	Agents and Business Managers of Artists, Performers, and Athletes
43-9061	Office Clerks, General
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
27-2012	Producers and Directors
11-1021	General and Operations Managers
27-3043	Writers and Authors
39-3031	Ushers, Lobby Attendants, and Ticket Takers
27-2042	Musicians and Singers
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators
43-3031	Bookkeeping, Accounting, and Auditing Clerks

Sources: CA EDD; Lightcast

Exhibit 4-38 identifies a selection of green occupations in the performing arts, spectator sports and related industries.

Exhibit 4-38
Green Occupations in Performing Arts, Spectator Sports and Related Industries
 (Sustainability Focused)

SOC	Occupational Title
27-2012	Producers and Directors
27-3043	Writers and Authors
33-9032	Security Guards
27-2022	Coaches and Scouts
13-1121	Meeting, Convention, and Event Planners
41-2011	Cashiers
43-5061	Production, Planning, and Expediting Clerks

Sources: CA EDD; ONET; Lightcast

Exhibit 4-39 presents the top occupations in the industry with living wages across the skills spectrum.

Exhibit 4-39
Top Occupations in Performing Arts, Spectator Sports and Related Industries with Living Wages
 (by median hourly wage in 2022)

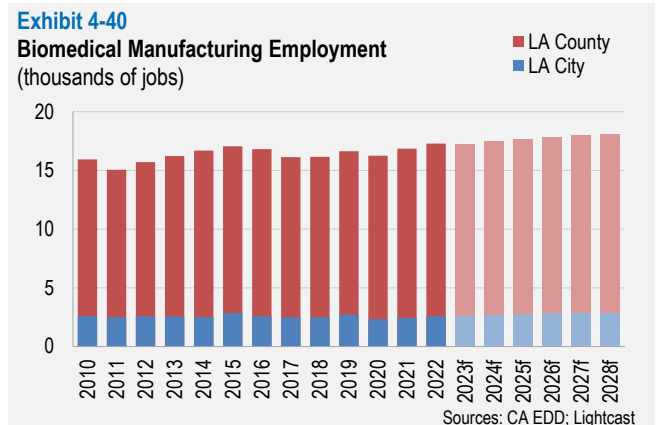
SOC	Occupational Title
Below Middle-Skill	
27-2021	Athletes and Sports Competitors
27-2042	Musicians and Singers
27-4015	Lighting Technicians
Middle-Skill	
27-4012	Broadcast Technicians
27-4011	Audio and Video Technicians
27-4014	Sound Engineering Technicians
Above Middle Skill	
11-1011	Chief Executives
23-1011	Lawyers
11-3021	Computer and Information Systems Managers

Sources: CA EDD; Lightcast

Biomedical Manufacturing Industries

Biomedical manufacturing is an important industry in California, and the industry has been building capacity in Los Angeles, offering promising employment prospects for individuals with diverse skill sets.

In 2022, the biomedical manufacturing industry supported approximately 17,300 jobs in the county and 2,600 jobs in the City of Los Angeles (**Exhibit 4-40**). Key segments within the biomedical manufacturing industry include biopharmaceutical products and surgical & dental instruments and supplies manufacturing, collectively accounting for nearly 90 percent of the industry's employment.



The industry's future growth will continue to be driven by the increasing demand for critical healthcare products, advancements in medical technology, and investments in research and innovation. This trend will provide the opportunity for the region to emerge as a hub for biomedical products manufacturing and supply. 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.

Exhibit 4-41 displays the top detailed occupations with the largest employment shares in the health care services industry.

The health care services industry is another high road industry, one that provides opportunity for equity, sustainability, and job quality. **Exhibit 4-42** identifies a selection of green occupations in the health care services industry.

Exhibit 4-43 presents the top occupations in the industry with living wages across the skills spectrum.

Exhibit 4-41

Top Occupations in Biomedical Manufacturing Industry
 (by % of Industry Employment)

SOC	Occupational Title
51-9111	Packaging and Filling Machine Operators and Tenders
51-2098	Miscellaneous Assemblers and Fabricators
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers
51-9081	Dental Laboratory Technicians
51-1011	First-Line Supervisors of Production and Operating Workers
51-9011	Chemical Equipment Operators and Tenders
51-9199	Production Workers, All Other
51-9082	Medical Appliance Technicians
19-2031	Chemists
17-2112	Industrial Engineers

Sources: CA EDD; Lightcast

Exhibit 4-42

Green Occupations in Biomedical Manufacturing Industry
 (Sustainability Focused)

SOC	Occupational Title
51-9111	Packaging and Filling Machine Operators and Tenders
51-2098	Miscellaneous Assemblers and Fabricators
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers
51-1011	First-Line Supervisors of Production and Operating Workers
51-9011	Chemical Equipment Operators and Tenders
51-9199	Production Workers, All Other
51-9082	Medical Appliance Technicians

Sources: CA EDD; ONET; Lightcast

Exhibit 4-43

Top Occupations in Biomedical Manufacturing Industry with Living Wages
 (by median hourly wage in 2022)

SOC	Occupational Title
Below Middle-Skill	
11-3071	Transportation, Storage, and Distribution Managers
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers
43-6011	Executive Secretaries and Executive Administrative Assistants
Middle-Skill	
17-3026	Industrial Engineering Technologists and Technicians
17-3023	Electrical and Electronic Engineering Technologists and Technicians
15-1232	Computer User Support Specialists
Above Middle Skill	
11-1011	Chief Executives
23-1011	Lawyers
11-3021	Computer and Information Systems Managers

Sources: CA EDD; Lightcast

5 OCCUPATIONAL ANALYSIS

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

5.1 Current Occupational Profile

Occupations are commonly classified using the Standard Occupational Classification (SOC) system, developed by the Bureau of Labor Statistics. This system classifies all workers into one of 867

detailed occupations with similar job duties, skills, education and training. These detailed occupations are not generally industry-specific but are common to many industries. For example, retail salespersons are employed in a full spectrum of industries.

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

The occupational profile of Los Angeles County is shown in **Exhibit 5-1**. These are the occupations of the jobs that are located in Los Angeles County.

There is a diversity of occupations, as would be expected from such a large economy. The largest occupational group is office and administrative support, accounting for 12.1 percent of all jobs in the region. This is followed by food preparation and serving, accounting for just under 9 percent. These two occupational groups represent a variety of detailed occupations that are employed across many industries. Transportation and material moving occupations and healthcare support occupations are tied as the third largest occupational group, both accounting for 8.4 percent of all jobs.

Healthcare occupations, including both practitioners and support occupations combined, account for 13.9 percent of jobs in Los Angeles County.

Exhibit 5-1

Occupational Profile Los Angeles County 2023 (% of Employment)

SOC	Occupational Group	
11-0000	Management occupations	6.9%
13-0000	Business and financial operations	6.6%
15-0000	Computer and mathematical science	2.6%
17-0000	Architecture and engineering	1.4%
19-0000	Life, physical and social science	0.8%
21-0000	Community and social services	2.3%
23-0000	Legal occupations	1.1%
25-0000	Education, training and library	5.7%
27-0000	Arts, design, entertainment, sports, media	4.0%
29-0000	Healthcare practitioners and technical	5.5%
31-0000	Healthcare support	8.4%
33-0000	Protective services	2.7%
35-0000	Food preparation and serving	8.9%
37-0000	Building/grounds cleaning and maintenance	2.5%
39-0000	Personal care and service	2.1%
41-0000	Sales and related	8.1%
43-0000	Office and administrative support	12.1%
45-0000	Farming, fishing and forestry	0.1%
47-0000	Construction and extraction	2.6%
49-0000	Installation, maintenance and repair	2.7%
51-0000	Production	4.6%
53-0000	Transportation/material moving	8.4%
Total		100.0%

Sources: BLS: Occupational Employment and Wage Statistics Survey, May 2023

Blue-collar occupations, such as those in construction, protective services, maintenance production and transportation account for 23.6 percent of all jobs, a measure of how important these sectors are to the region's economy.

The occupational profile of the City of Los Angeles is shown in **Exhibit 5-2**. These are the occupations of the jobs that are located in the City of Los Angeles.

Similar to the county level, there is a diversity of occupations. The largest occupational group is office and administrative support, accounting for 12.7 percent of all jobs in the city. This is followed by transportation and material moving with 8.3 percent. These two occupational groups represent a variety of detailed occupations that are employed across many industries. The third largest occupational group, health care support occupations, accounted for 8.2 percent of all jobs.

Exhibit 5-2
Occupational Profile City of Los Angeles 2022
 (% of Employment)

SOC	Occupational Group	
11-0000	Management occupations	7.0%
13-0000	Business and financial operations	7.0%
15-0000	Computer and mathematical science	2.5%
17-0000	Architecture and engineering	1.2%
19-0000	Life, physical and social science	0.7%
21-0000	Community and social services	2.4%
23-0000	Legal occupations	1.5%
25-0000	Education, training and library	6.9%
27-0000	Arts, design, entertainment, sports, media	4.1%
29-0000	Healthcare practitioners and technical	5.6%
31-0000	Healthcare support	8.2%
33-0000	Protective services	2.9%
35-0000	Food preparation and serving	7.7%
37-0000	Building/grounds cleaning and maintenance	2.3%
39-0000	Personal care and service	2.3%
41-0000	Sales and related	7.6%
43-0000	Office and administrative support	12.7%
45-0000	Farming, fishing and forestry	0.1%
47-0000	Construction and extraction	2.5%
49-0000	Installation, maintenance and repair	2.7%
51-0000	Production	3.9%
53-0000	Transportation/material moving	8.3%
Total		100.0%

Sources: BLS: Occupational Employment and Wage Statistics Survey, May 2023

Total healthcare occupations, including both practitioners and support occupations combined, account for 13.8 percent of jobs in the City of Los Angeles.

Blue-collar occupations, such as those in construction, protective services, maintenance, production and transportation account for 22.7 percent of all jobs in the city. ❖

5.2 Projected Occupational Needs

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

In addition to the growth and decline of industries, workers within industries leave current positions, either through retirement or through promotion, or for other reasons, leaving positions open and in need of



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

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

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

Projected job openings by major occupational group in Los Angeles County are presented in **Exhibit 5-3**, and in the City of Los Angeles in **Exhibit 5-4**.

The largest number of overall openings will occur in the largest occupational groups, such as office and administrative support occupations, food preparation and serving occupations, and healthcare occupations (practitioners, technicians and support). Other occupations that will provide large number of openings

Exhibit 5-3

Occupational Growth in Los Angeles County 2022-2028

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	56,600	168,700	225,500
13-0000	Business and financial	49,500	171,900	221,400
15-0000	Computer and mathematical	23,500	51,200	74,700
17-0000	Architecture and engineering	9,600	29,200	38,700
19-0000	Life, physical, social science	6,800	21,100	28,200
21-0000	Community and social services	12,000	22,300	34,300
23-0000	Legal occupations	50,000	178,700	229,100
25-0000	Education, training and library	26,600	120,100	146,900
27-0000	Arts, entertainment, sports	55,900	104,700	160,600
29-0000	Healthcare practitioners	127,800	450,700	578,700
31-0000	Healthcare support	24,600	116,900	141,500
33-0000	Protective services	97,700	580,100	678,000
35-0000	Food preparation and serving	21,000	111,900	133,000
37-0000	Building/grounds maintenance	24,900	131,800	157,100
39-0000	Personal care and service	46,300	341,800	388,200
41-0000	Sales and related	59,800	423,400	483,300
43-0000	Office and administrative	700	7,600	8,300
45-0000	Farming, fishing and forestry	19,900	71,700	91,900
47-0000	Construction and extraction	20,900	76,600	97,800
49-0000	Installation, maint / repair	15,500	153,400	169,600
51-0000	Production	64,000	347,100	411,100
53-0000	Transportation/material moving	56,600	168,700	225,500
Total*		840,700	3,726,300	4,567,000

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

Exhibit 5-4

Occupational Growth in City of Los Angeles 2022-2028

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	16,200	64,500	80,700
13-0000	Business and financial	13,500	64,200	77,700
15-0000	Computer and mathematical	6,900	23,200	30,100
17-0000	Architecture and engineering	2,100	10,900	13,000
19-0000	Life, physical, social science	2,100	6,900	9,000
21-0000	Community and social services	9,900	22,200	32,100
23-0000	Legal occupations	6,000	14,100	20,000
25-0000	Education, training and library	17,600	63,000	80,600
27-0000	Arts, entertainment, sports	3,400	38,200	41,600
29-0000	Healthcare practitioners	16,600	51,800	68,400
31-0000	Healthcare support	47,800	79,600	127,400
33-0000	Protective services	8,100	26,400	34,500
35-0000	Food preparation and serving	25,800	71,300	97,100
37-0000	Building/grounds maintenance	5,300	21,100	26,400
39-0000	Personal care and service	9,500	21,500	31,000
41-0000	Sales and related	6,600	68,400	75,000
43-0000	Office and administrative	6,000	114,300	120,300
45-0000	Farming, fishing and forestry	0	1,500	1,500
47-0000	Construction and extraction	4,900	22,600	27,600
49-0000	Installation, maint / repair	6,600	24,300	30,900
51-0000	Production	-1,100	34,300	33,200
53-0000	Transportation/material moving	14,900	76,500	91,400
Total*		228,700	920,700	1,149,400

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

are personal care occupations, sales occupations, education and training occupations, and transportation and material moving occupations.

Please note that replacement estimates represent 7 years of annual job churn, they are the sum of annual replacements for each year from 2022 through 2028. Data do not sum to estimated industry job creation shown in Section 3 due to non-disclosed data and rounding across all detailed occupations.

Within each occupational group are 867 detailed occupations. Detailed occupations are differentiated according to jobs skills, abilities and work experience required. They are not generally industry specific but are common to several industries. For example, retail salespeople are employed in a full spectrum of industries.

Exhibit 5-5 presents the top 25 detailed occupations by projected job openings (new jobs and replacement jobs) between 2022 and 2028 in Los Angeles County and in the City of Los Angeles. These twenty-five occupations will account for just under 40 percent of all job openings in all occupations.



The largest number of openings will be found in occupations related to the largest major occupational groups: home health and personal care aides and registered nurses, which are both in healthcare occupational groups (practitioners and support); fast food and counter workers and waiters and waitresses, which are in the food preparation and serving occupational group; and laborers and freight movers and stockers and order fillers, which are in the transportation and material moving occupational group.

Other occupations with large numbers of openings expected over through 2028 are postsecondary teachers, general operations managers, retail salespersons, cashiers, and security guards.

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



Exhibit 5-5

Occupational Growth in Los Angeles City & County 2022-2028

SOC	Detailed Occupation	LA County	LA City
31-1128	Home Health and Personal Care Aides	443,400	98,700
35-3023	Fast Food and Counter Workers	212,000	24,700
29-1141	Registered Nurses	53,500	23,700
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	93,100	19,000
25-1099	Postsecondary Teachers	46,400	18,600
11-1021	General and Operations Managers	54,600	18,400
41-2031	Retail Salespersons	98,400	17,600
41-2011	Cashiers	140,300	17,300
33-9032	Security Guards	70,000	16,700
43-9061	Office Clerks, General	69,600	16,600
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	76,000	15,900
53-7065	Stockers and Order Fillers	93,700	15,400
35-3031	Waiters and Waitresses	105,300	13,400
13-2011	Accountants and Auditors	32,200	13,200
23-1011	Lawyers	16,400	12,600
43-4051	Customer Service Representatives	56,700	11,500
13-1199	Business Operations Specialists, All Other	33,900	10,900
35-2014	Cooks, Restaurant	59,300	10,900
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	41,900	10,600
25-2021	Elementary School Teachers, Except Special Education	22,800	10,400
43-3031	Bookkeeping, Accounting, and Auditing Clerks	42,900	10,400
53-3032	Heavy and Tractor-Trailer Truck Drivers	43,400	10,400
15-1252	Software Developers	23,700	9,700
25-9045	Teaching Assistants, Except Postsecondary	33,500	9,600
31-1131	Nursing Assistants	45,000	9,500
Total*		1,971,000	445,700

* May not sum due to rounding

Source: Estimates by LAEDC

Education and Skills Requirements

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

The education and work experience needed for an entry level position in each of the top twenty-five occupations is shown in Exhibit 5-6.

Entry level education requirements are as follows: 1= Doctorate or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate degree; 5=Post-

secondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; and 8=Less than high school. Short-term on-the-job training is training of less than one month. Moderate on-the-job training is training from 1 to 12 months.

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

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

The Talent Development System in Los Angeles

Education institutions, including adult schools, vocational schools, community colleges, and four-year colleges and universities, form the foundation of the talent development system. Their educational programs provide students with the knowledge and skills necessary for entry across all skill levels. Collaborations between educational institutions and employers are often established to offer training opportunities, internships, and experiential learning, ensuring that students gain practical skills and exposure to real-world settings.

In addition to these educational institutions, workforce development programs can bridge the gap between education and employment by offering specialized training, certification programs, and skill enhancement opportunities. They may focus on specific high-demand areas for particular industries such as healthcare, construction trades or advanced manufacturing. Programs and initiatives, partnerships with stakeholders and continuing education and professional development all fall under the umbrella of workforce development.

America's Job Center of California SM (AJCC) offers a variety of services to connect employers with job openings to qualified job seekers. AJCCs offer no cost training and employment support services, that range from resume assistance, interview preparation, to learning a new trade skill.

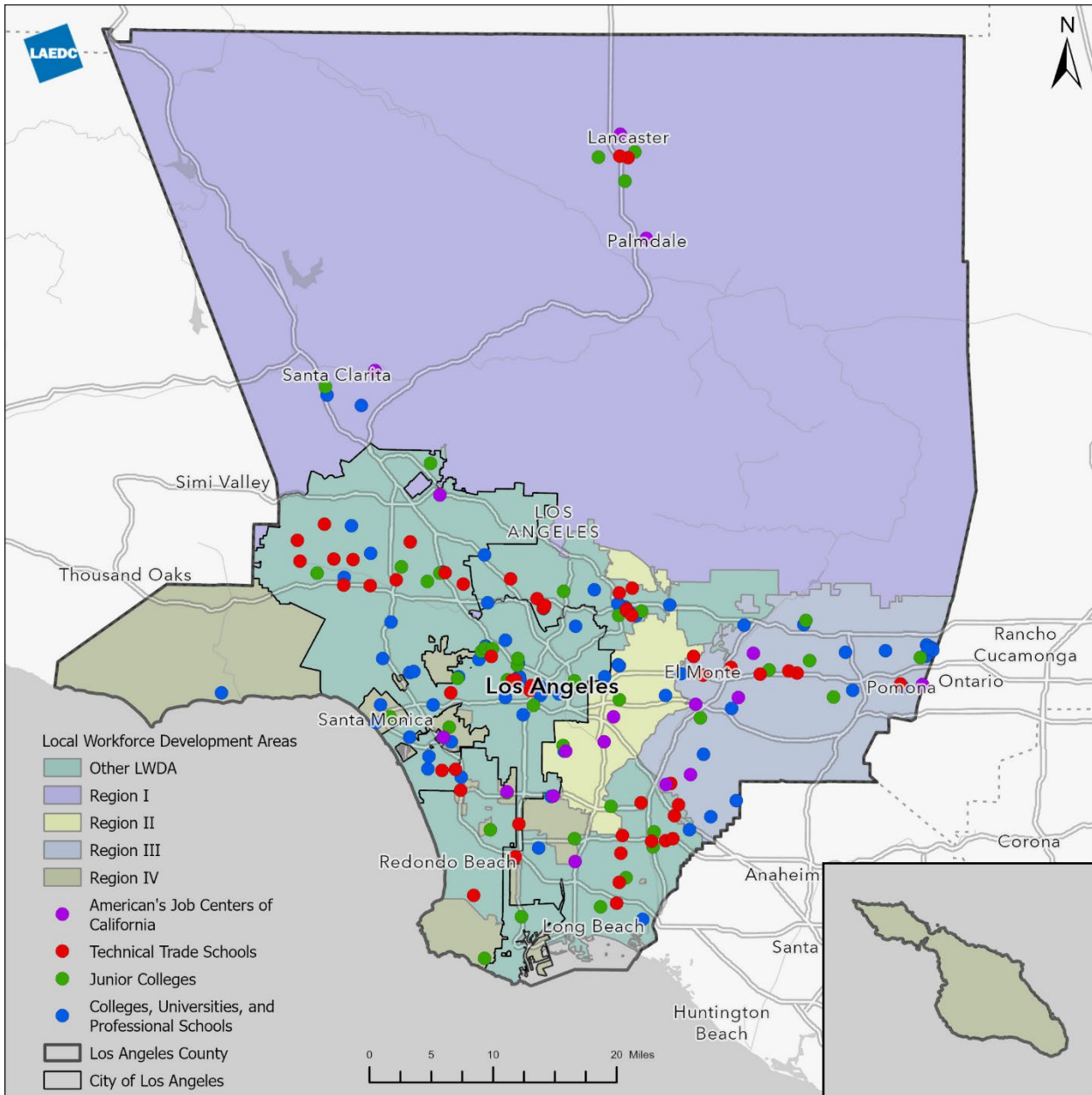
A map of educational institutions, including adult schools, vocational schools, community colleges, and four-year colleges and universities, in addition to the AJCCs across Los Angeles County is presented on the following page. ❖

Exhibit 5-6
Median Wage and Entry Level Requirements for
Top 25 Detailed Occupations 2022-2028

SOC	Detailed Occupation	Median Annual Wage	Entry Level		
			Educ	Work Exp	OJT
31-1128	Home Health and Personal Care Aides	\$ 32,400	7	None	ST
35-3023	Fast Food and Counter Workers	34,400	8	None	ST
29-1141	Registered Nurses	129,800	3	None	None
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	36,000	8	None	ST
25-1099	Postsecondary Teachers	106,400	1	None	None
11-1021	General and Operations Managers	114,100	3	5+yr	None
41-2031	Retail Salespersons	34,800	8	None	ST
41-2011	Cashiers	33,600	8	None	ST
33-9032	Security Guards	35,700	7	None	ST
43-9061	Office Clerks, General	40,200	7	None	ST
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	36,400	8	None	ST
53-7065	Stockers and Order Fillers	35,900	7	None	ST
35-3031	Waiters and Waitresses	32,200	8	None	ST
13-2011	Accountants and Auditors	81,500	6	None	ST
23-1011	Lawyers	181,000	1	None	None
43-4051	Customer Service Representatives	42,600	7	None	ST
13-1199	Business Operations Specialists, All Other	72,600	3	None	None
35-2014	Cooks, Restaurant	37,800	8	<5 yrs	MT
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	48,600	7	None	ST
25-2021	Elementary School Teachers, Except Special Education	96,000	3	None	None
43-3031	Bookkeeping, Accounting, and Auditing Clerks	49,700	6	None	MT
53-3032	Heavy and Tractor-Trailer Truck Drivers	51,500	5	None	ST
15-1252	Software Developers	136,700	3	None	None
25-9045	Teaching Assistants, Except Postsecondary	39,600	6	None	None
31-1131	Nursing Assistants	38,800	5	None	None

ST=short term; MT=moderate-term
 Source: Estimates by LAEDC





5.3 Identifying Target Occupations

Economic development initiatives aim to stimulate growth in occupations that are highly competitive and offer substantial wages. By doing so, these efforts drive overall economic expansion and facilitate wealth creation across communities.

Aligned with this overarching goal, workforce development strategies are carefully designed to adapt to the evolving demands of various occupations. This includes equipping the workforce with the necessary skills for future job opportunities while simultaneously addressing the immediate employment needs of industries.

To effectively achieve these objectives, it is necessary to adopt a comprehensive perspective on the job market. This involves prioritizing occupations with the potential for significant job creation and competitive wages. This holistic approach ensures that economic development efforts are directed toward occupations offering both immediate employment prospects and long-term viability.

Our criteria for choosing target occupations thus include (1) occupations with living wages – higher wages benefit workers and are preferred to occupations that pay lower wages; and (2) occupational growth rate - the number of jobs projected to be added is also an important metric.

Considering the relationship between these occasionally intersecting and occasionally conflicting objectives, we have determined the following occupations as prime targets for specialized economic and workforce development initiatives, categorized according to educational requirements:

No Formal Credential Required (i.e., less than HS)

- ▶ Construction Laborers (SOC 47-2061)
- ▶ Industrial Truck and Tractor Operators (SOC 53-7051)
- ▶ Painters, Construction and Maintenance (SOC 47-2141)
- ▶ Bus Drivers, School (SOC 53-3051)
- ▶ Refuse and Recyclable Material Collectors (SOC 53-7081)
- ▶ Cement Masons and Concrete Finishers (SOC 47-2051)
- ▶ Drywall and Ceiling Tile Installers (SOC 47-2081)

High School diploma (or equivalent)

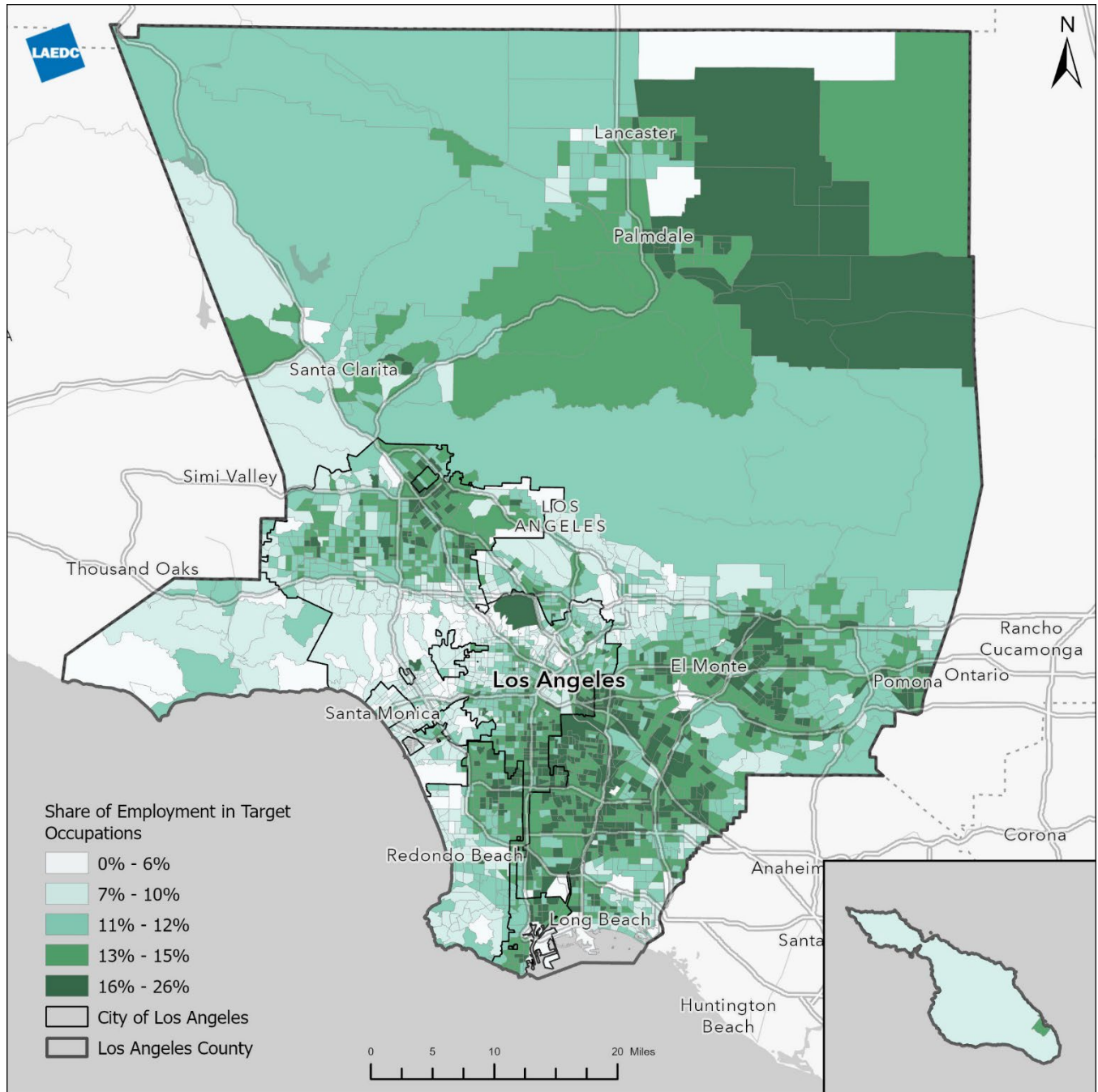
- ▶ Customer Service Representatives (SOC 43-4051)
- ▶ Secretaries and Administrative Assistants, Except Legal, Medical, and Executive (SOC 43-6014)
- ▶ Light Truck Drivers (SOC 53-3033)
- ▶ Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (41-4012)
- ▶ Maintenance and Repair Workers, General (SOC 49-9071)
- ▶ Medical Secretaries and Administrative Assistants (SOC 43-6013)
- ▶ Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel (SOC 41-3091)
- ▶ Social and Human Service Assistants (SOC 21-1093)
- ▶ Production, Planning, and Expediting Clerks (SOC 43-5061)
- ▶ Police and Sheriff's Patrol Officers (SOC 33-3051)

Some college, certificate/nondegree award, or associate degree (middle-skill)

- ▶ Heavy and Tractor-Trailer Truck Drivers (SOC 53-3032)
- ▶ Bookkeeping, Accounting, and Auditing Clerks (SOC 43-3031)
- ▶ Licensed Vocational Nurses (SOC 29-2061)
- ▶ Preschool Teachers, Except Special Education (SOC 25-2011)
- ▶ Paralegals and Legal Assistants (SOC 23-2011)
- ▶ Hairdressers, Hairstylists, and Cosmetologists (SOC 39-5012)
- ▶ Automotive Service Technicians and Mechanics (SOC 49-3023)
- ▶ Computer User Support Specialists (SOC 15-1232)
- ▶ Massage Therapists (SOC 31-9011)



Concentration of Resident Employment in Target Occupations



5.4 Living Wage Jobs

Living wage jobs are those that provide workers with enough earnings to cover basic costs of living, essential needs such as housing, food, healthcare, transportation, and education. The concept of a living wage is rooted in the idea that work should not only provide income but also ensure a decent standard of living. Living wage jobs contribute to economic stability, social well-being, and overall community health.

Living wage jobs can help lift individuals and families out of poverty by ensuring that workers earn enough to cover their basic living expenses. This can lead to broader societal benefits, including improved health outcomes, better educational opportunities for children, and reduced reliance on social welfare programs. Living wage jobs can empower individuals to achieve financial stability and independence, breaking the cycle of poverty for future generations.

These jobs are also a way to address income inequality. As the income gap continues to widen, providing fair and adequate compensation for work helps create a more equitable distribution of resources and opportunities.

Living wage jobs can stimulate economic growth through increased consumption. When workers earn enough to cover their basic needs, they are better positioned to participate in the economy as consumers. Increased consumer spending stimulates economic growth and supports local businesses. And workers earning living wages are more likely to stay at their place of employment, these reduced turnover rates are beneficial to both the employer and workers, stable employment avoids the costs associated with training new workers and longer job tenure can foster a more skilled and experienced labor force.

Moreover, living wage jobs can contribute to the overall health of communities. When a significant portion of the population earns a living wage, there is a positive ripple effect on the community as a whole. This includes lower crime rates, increased access to healthcare, improved educational outcomes, and enhanced community engagement.

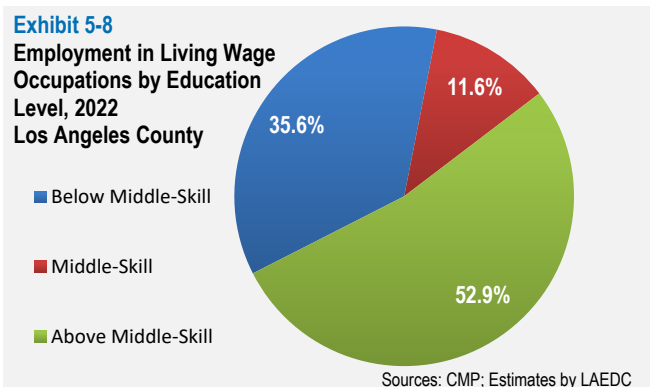
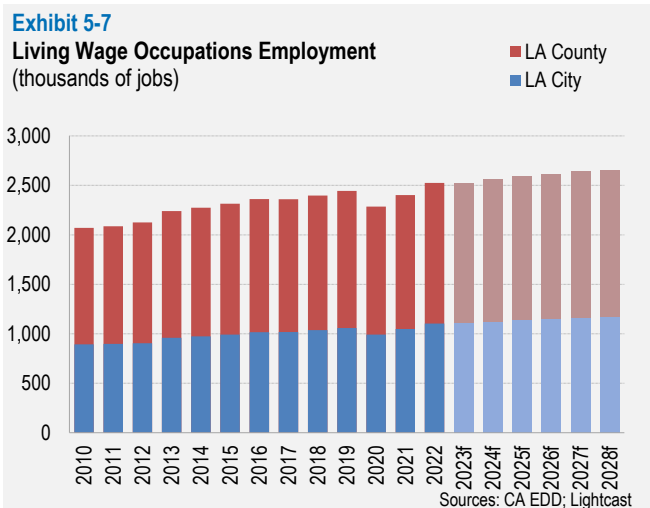
In 2023, there were over 1,104,000 (living wage jobs in the City of Los Angeles, accounting for close to 44 percent of the more than 2,525,200 living wage jobs in Los Angeles County. These are detailed occupations whose median hourly earnings exceed the MIT Living Wage Calculator, which identifies the living wage for a single

adult in Los Angeles County in 2023 to be \$21.22 an hour (For single adults with one child, it is \$43.81 an hour).

Closing the wage gap for all workers with earning below the living wage, bringing them up to \$21.22 per hour, represents additional labor income of \$6.3 trillion in the City of Los Angeles and additional labor income of \$9.4 trillion in the remainder of Los Angeles County. Living wage jobs are expected to grow to over 1,166,300 jobs in the city and 2,654,500 across Los Angeles County by the year 2028.

By prioritizing fair compensation for work, we can create an environment where individuals and families can thrive, fostering a more just and equitable world. As discussions around labor rights and economic justice continue, the emphasis on living wage jobs remains a key aspect of building a sustainable and inclusive future.

Living wage jobs are identified for Los Angeles County and the City of Los Angeles in the appendix.



5.5 Green Occupations

Green jobs exist across our economy, these roles include occupations with a focus on the environment, conservation, clean energy, climate change, and sustainability. As California strives to meet climate goals and promote environmentally friendly practices, green occupations play an outsized role in meeting the evolving needs of industries, promoting interdisciplinary skills, fostering innovation, building resilience, and addressing social and economic equity.

California continues its transition towards more sustainable practices, and there is a growing demand for skilled workers who can contribute to the development, implementation, and maintenance of environmentally friendly technologies and solutions to address the evolving needs of industries. Green jobs span various sectors, from renewable energy and energy efficiency to sustainable agriculture, green construction, and environmental research.

As climate change and environmental issues continue to impact various industries, a workforce equipped with green skills becomes a valuable asset. Individuals trained in green jobs can help businesses and communities adapt to changing environmental conditions, develop sustainable solutions and mitigate the impacts of climate-related challenges.

Green Occupation Examples

- Aerospace Engineers
- Agricultural Technicians
- Architects (not naval or landscape)
- Biomass Power Plant Managers
- Brownfield Redevelopment Specialists and Site Managers
- Chief Sustainability Officers
- Climate Change Analysts
- Compliance Managers
- Energy Auditors
- Environmental Engineers
- Environmental Science and Protection Technicians
- Fuel Cell Engineers
- Hazardous Materials Removal Workers
- Industrial Ecologists
- Recycling and Reclamation Workers
- Solar Photovoltaic Installers
- Sustainability Specialists
- Water Resource Specialists
- Wind Turbine Service Technicians

Many green occupations require a multidisciplinary skill set, combining technical expertise with an understanding of environmental principles and sustainable practices. This integration of skills not only increases employment opportunities for these individuals but also fosters a workforce capable of addressing complex, interdisciplinary challenges to successfully navigate the changing landscape of a sustainable economy. Workforce development programs can help individuals acquire the expertise needed to meet the demands of emerging green roles and technologies across existing and emerging occupations and industries.

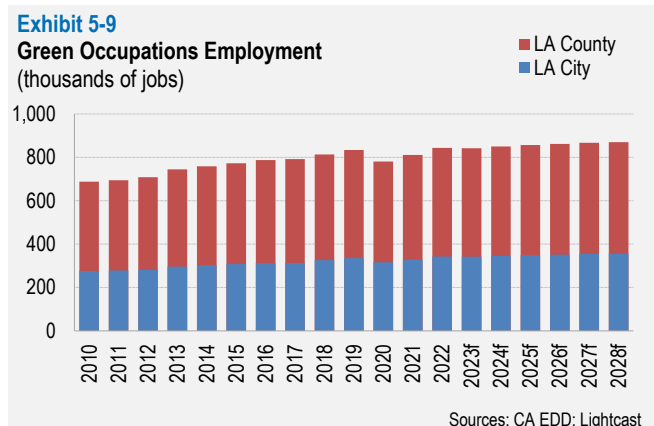
Green occupations can also play a role in fostering social and economic equity. By ensuring that a broad spectrum of the population has the skills to participate in the green economy, workforce development efforts can contribute to reducing inequality and creating inclusive economic growth. Workforce development programs that provide access to green job training opportunities can empower individuals from diverse backgrounds, including disadvantaged communities.

Green occupations exist across ten sectors, these sectors include: agriculture and forestry; energy efficiency and carbon capture; environment protection; Governmental and Regulatory Administration; green construction; manufacturing; recycling and waste reduction; renewable energy generation; research, design and consulting services; and transportation. They are grouped into three types: those that are considered new & emerging; those requiring enhanced green skills; and those related to research, design and consulting services.



Green Occupations in Los Angeles County

Employment in green occupations has grown at an annual rate of 1.76% since 2012 in Los Angeles County. Just under 843,300 workers were employed in green occupations in Los Angeles County in 2022; 342,300 of these workers (40.6 percent) were employed in the City of Los Angeles. The growth in green occupations is forecasted to continue at an upward trend, however, the annual growth rate will decrease to just over 0.5% between 2022-2028. This will increase the total jobs in green occupations in Los Angeles County to nearly 870,000 by 2028 (**Exhibit 5-9**).



Most of the green occupations (53.6%) are below middle-skill level for entry level employment, requiring a high school diploma or less (**Exhibit 5-10**). Over a third of the occupations (37.2%) require above middle-skill level for entry level employment. These occupations require a bachelor’s degree or higher. Middle-skill level occupations, requiring greater than a high school diploma, but less than a bachelor’s degree make up the smallest portion of green occupations (9.2%). The high number of green occupations requiring middle-skill or lower make these careers attainable to a variety of education levels.

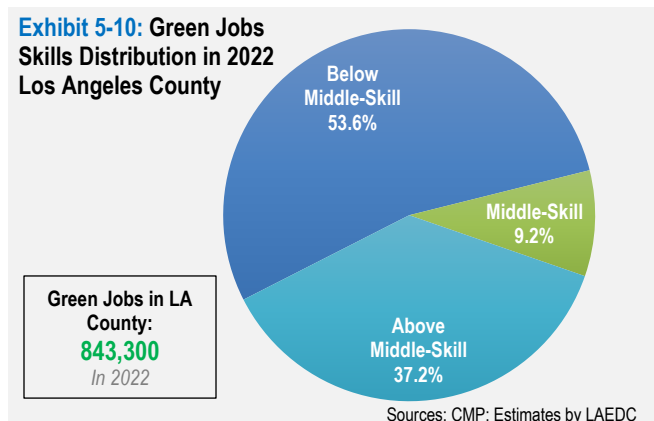


Exhibit 5-11 shows the top three green detailed occupations in Los Angeles County by skill level, these occupations are those with the largest number of jobs in that skills category with an annual wage that exceeds the MIT living wage threshold in Los Angeles County of \$22.12 per hour.

Exhibit 5-11
Top Green Occupations in Los Angeles County with Living Wages (by median hourly wage in 2022)

SOC	Occupational Title
Below Middle-Skill	
51-8011	Nuclear Power Reactor Operators
51-8013	Power Plant Operators
49-9051	Electrical Power-Line Installers and Repairers
Middle-Skill	
19-4051	Nuclear Technicians
17-3026	Industrial Engineering Technologists and Technicians
17-3025	Environmental Engineering Technologists and Technicians
Above Middle Skill	
11-1011	Chief Executives
11-9041	Architectural and Engineering Managers
11-9121	Natural Sciences Managers

Sources: CA EDD; ONET; Lightcast; LAEDC

Transportation and Material Moving Occupations is the major occupation group with the highest number of green occupations in Los Angeles County. The most common green occupations in this major group are Laborers and Freight, Stock, and Material Movers, Hand followed by Heavy and Tractor-Trailer Truck Drivers. Management Occupations are the second most common green occupations in Los Angeles County. The most common green occupation in this major group is General and Operations Managers. The major occupation group with the third most green occupations in Los Angeles County are Office and Administrative Support Occupations. This major group includes Customer Service Representatives as well as Shipping, Receiving, and Inventory Clerks as the top green occupations.

Other major occupation groups with green occupations in Los Angeles County include: Business and Financial Operations Occupations; Architecture and Engineering Occupations, Life, Physical, and Social Science Occupations; Legal Occupations; Education Instruction and Library Occupations; Arts, Design, Entertainment, Sports, and Media Occupations; Protective Service Occupations; Sales and Related Occupations; Farming, Fishing, and Forestry Occupations; Construction and Extraction Occupations; Installation, Maintenance, and Repair Occupations; and Production Occupations.

Exhibit 5-12 identifies the top green occupations in Los Angeles County with the largest employment share of total green occupation employment in 2022.

Exhibit 5-12
Top Green Occupations in Los Angeles County, 2022
 (by % of Total County Green Occupations)

SOC	Occupational Title	% of Green Occupations
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	10.69%
11-1021	General and Operations Managers	8.19%
43-4051	Customer Service Representatives	6.57%
53-3032	Heavy and Tractor-Trailer Truck Drivers	5.16%
13-1199	Business Operations Specialists, All Other	5.12%
49-9071	Maintenance and Repair Workers, General	3.82%
43-5071	Shipping, Receiving, and Inventory Clerks	2.98%
11-9199	Managers, All Other	2.87%
43-5061	Production, Planning, and Expediting Clerks	2.35%
47-2031	Carpenters	2.13%

Sources: CA EDD; Lightcast

Exhibit 5-13 identifies the top green occupations in the City of Los Angeles with the largest employment share of total green occupation employment in 2022.

Exhibit 5-13
Top Green Occupations in the City of Los Angeles, 2022
 (by % of Total City Green Occupations)

SOC	Occupational Title	% of Green Occupations
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	14.71%
11-1021	General and Operations Managers	11.55%
43-4051	Customer Service Representatives	9.38%
13-1199	Business Operations Specialists, All Other	7.46%
53-3032	Heavy and Tractor-Trailer Truck Drivers	6.69%
49-9071	Maintenance and Repair Workers, General	5.82%
11-9199	Managers, All Other	4.12%
43-5071	Shipping, Receiving, and Inventory Clerks	3.87%
43-5061	Production, Planning, and Expediting Clerks	3.11%
47-2031	Carpenters	3.02%

Sources: CA EDD; ONET; Lightcast; LAEDC

Green occupations are instrumental in achieving our climate objectives and creating a resilient and forward-thinking labor market. Prioritizing green jobs contributes to the overall societal shift towards sustainability and responsible resource management. As industries and their needs continue to evolve, the incorporation of green skills and occupations ensures that they are well-equipped to navigate future challenges and opportunities associated with the transition to a more sustainable and inclusive economy.



Recommendations

- In addition to LWOs, an earned income tax credit program may be an alternate way to increase family/household disposable income, as they are exempt from payroll taxes and are not generally used when determining eligibility for many government assistance programs.
- Workforce development programs can help individuals acquire the expertise needed to meet the demands of emerging green roles and technologies across existing and emerging occupations and industries.
- Workforce development programs that provide access to green job training opportunities can empower individuals from diverse backgrounds, including disadvantaged communities.

6 KEY FINDINGS AND RECOMMENDATIONS

The discussion has focused on Los Angeles County and the City of Los Angeles. Workforce development planning is intended to be a regional effort, in recognition of the integration of cities and counties into functioning, inter-related economic regions.

In this section, we present the key findings of this report along with a series of recommendations to contribute to economic growth and subsequent employment opportunities.

6.1 Key Findings

As described earlier, we used multiple criteria for choosing target industries. These criteria include (1) potential job creation – the numbers of jobs projected to be added; (2) the industry growth rate – industries demonstrating high rates of growth are preferred to those growing slowly; (3) industry competitiveness – in light of regional economic development goals, industries that are competitive against other regions are preferred; and (4) living wages – higher wages benefit workers and are preferred to industries that pay lower wages

High Job Creation Potential

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

- Social assistance;
- Food services and drinking places;
- Ambulatory health care services; and
- Administrative and support services.

Industries with Highest Growth Rate

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

- Construction Industries (NAICS 236, 237, 238);
- Transportation (NAICS 481-484, 488);
- Motion Picture and Sound Recording (NAICS 512);

- Health Care Services (NAICS 621, 622, 623);
- Social Assistance (NAICS 624);
- Performing Arts, Spectator Sports, and Related Industries (NAICS 711); and
- Biomedical Manufacturing (NAICS 3254, 3391).

Industry Competitiveness

Overall, more than 1.3 million jobs were involved in traded industry clusters. Of the fifteen largest traded industry clusters in Los Angeles County, six have location quotients greater than one, reflecting the county's competitive strength in a wide variety of industries. The largest clusters in Los Angeles County as of 2022 are the following:

- Trade;
- Business services; and
- Entertainment.

Local industry clusters provide just over 82 percent more jobs than traded industry clusters. The largest clusters in Los Angeles County comprise:

- Health services;
- Local hospitality establishments; and
- Community and civic organizations.

Living Wage Jobs

Living wage jobs are those that provide workers with enough earnings to cover basic costs of living, essential needs such as housing, food, healthcare, transportation, and education. In 2023, there were over 1,104,000 (living wage jobs in the City of Los Angeles, accounting for close to 44 percent of the more than 2,525,200 living wage jobs in Los Angeles County. Closing the wage gap for all workers with earning below the living wage, bringing them up to \$21.22 per hour, represents additional labor income of \$6.3 trillion in the City of Los Angeles and additional labor income of \$9.4 trillion in the remainder of Los Angeles County. Living wage jobs are expected to grow to over 1,166,300 jobs in the city and 2,654,500 across Los Angeles County by the year 2028.

Green Occupations

As climate change and environmental issues continue to impact various industries, a workforce equipped with green skills becomes a valuable asset. Individuals trained in green jobs can help businesses and communities adapt

to changing environmental conditions, develop sustainable solutions, and mitigate the impacts of climate-related challenges. Just under 843,300 workers were employed in green occupations in Los Angeles County in 2022; 342,300 of these workers (40.6 percent) were employed in the City of Los Angeles. ❖

6.2 Recommendations

In light of the key findings listed above, we make a number of specific recommendations on how to take advantage of potential openings in the region to grow target industries and expand workforce opportunities.

- Encouraging and supporting small business and entrepreneurship creates a strong foundation for a resilient and diverse economic landscape.
 - Conduct additional research diving deeper into quantifying truly small and micro businesses in the City of Los Angeles to understand the landscape specific to the city and its role in inclusive, equitable growth and economic mobility.
 - Develop programs and initiatives to increase capital investment and catalyze innovation and entrepreneurship. Through increased capital investment and innovation, though, the Los Angeles region could spur economic growth even with a declining population. Programs and initiatives can be developed to address barriers to investment, support small business, and catalyze entrepreneurship and innovation.
 - There are opportunities to employ innovative approaches to develop new housing at scale. These opportunities range from regulations encouraging faster accessory dwelling unit (ADU) development to financing more adaptive reuse, particularly in underused downtown areas. They also include reducing potential barriers to increased housing development, such as the setting of impact fees; based on a 2015 survey, the average impact fee on a single-family home in California is more than four times that in other states.
 - Engage in outreach efforts to connect diverse-owned businesses to upcoming procurement opportunities
- in both infrastructure projects and the 2028 Summer Olympics and Paralympics.
- Provide support services to small businesses to scale their operation to take advantage of procurement opportunities with public agencies who have complex procurement processes and lengthy repayment windows.
 - Workforce development opportunities may exist upon completion of large-scale developments in the sports entertainment industry, connecting local residents to employment opportunities.
 - Local hire requirements for large projects represent opportunities for engaging local residents and connecting them with opportunities in the construction trades.
 - In addition to LWOs, an earned income tax credit program may be another way to increase family/household disposable income as they are exempt from payroll taxes and are not generally used when determining eligibility for many government assistance programs.
 - Workforce development programs can help individuals acquire the expertise needed to meet the demands of emerging green roles and technologies across existing and emerging occupations and industries.
 - Workforce development programs that provide access to green job training opportunities can empower individuals from diverse backgrounds, including disadvantaged communities.
 - The education landscape in Los Angeles is vast, consisting of public and private institutions charged with educating our workforce. While this report identified the multifaceted role that education plays in fostering a robust and thriving local economy, the complexity of the systems and the many workforce development efforts underway here in Los Angeles precludes a thorough analysis from being included under this current scope of work. Additional research on educational and career pathways, K-16 collaboratives, and more provide an opportunity for additional research. ❖

APPENDIX

Abbreviated Appendix included below. A more extensive Data Appendix including expanded tables and related GIS mapping is presented as a separate document.

Exhibit A-1

Private Sector Industry Employment Los Angeles County 2014

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

Exhibit A-1 (cont'd)

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

Sources: California Employment Development Department; LAEDC

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

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

Exhibit A-2 (cont'd)

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

Sources: California Employment Development Department; LAEDC

Exhibit A-3

Competitiveness of Private Sector Industries 2014
(Location Quotients v. US)

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

Exhibit A-3 (cont'd)

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

Sources: California Employment Development Department; estimates by LAEDC

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

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

Exhibit A-4 (Cont'd)

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

Source: Estimates by LAEDC

Exhibit A-5

Projected Occupational Openings 2022-2028 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Work Exp	Entry Level		Median Annual Wage
						On-the-Job Training to Attain Competency	On-the-Job Training to Attain Competency	
53-5021	Captains, Mates, and Pilots of Water Vessels	192	560	8	None	ST OJT		\$50,159
47-2132	Insulation Workers, Mechanical	11	40	8	None	ST OJT		\$49,887
51-8093	Petroleum Pump System Operators, Refinery Operators, and	135	240	8	None	MT OJT		\$48,684
47-2072	Pile Driver Operators	14	40	8	None	MT OJT		\$44,973
49-9096	Riggers	82	170	8	None	LT OJT		\$41,623
47-5012	Rotary Drill Operators, Oil and Gas	6	10	8	None	MT OJT		\$38,976
53-4031	Railroad Conductors and Yardmasters	5	10	8	None	ST OJT		\$36,018
47-5022	Excavating and Loading Machine and Dragline Operators,	38	80	8	None	MT OJT		\$34,710
53-4011	Locomotive Engineers	5	10	8	None	ST OJT		\$34,583
53-5022	Motorboat Operators	9	20	8	None	ST OJT		\$34,137
53-4041	Subway and Streetcar Operators	11	30	8	None	ST OJT		\$33,967
53-4022	Railroad Brake, Signal, and Switch Operators and Locomotive	6	10	8	None	ST OJT		\$33,209
41-3031	Securities, Commodities, and Financial Services Sales Agents	977	3310	8	None	ST OJT		\$33,140
53-2031	Flight Attendants	1293	4690	8	None	ST OJT		\$32,949
51-4061	Model Makers, Metal and Plastic	5	10	8	None	ST OJT		\$32,825
51-4111	Tool and Die Makers	69	100	8	None	MT OJT		\$32,441
41-3021	Insurance Sales Agents	824	2210	8	None	ST OJT		\$31,797
41-3091	Sales Representatives of Services, Except Advertising,	2664	6410	8	None	ST OJT		\$31,250
47-2171	Reinforcing Iron and Rebar Workers	33	90	8	None	MT OJT		\$30,987
41-3011	Advertising Sales Agents	431	940	8	None	ST OJT		\$30,867
47-2043	Floor Sanders and Finishers	4	10	8	None	MT OJT		\$30,049
47-5013	Service Unit Operators, Oil and Gas	21	40	8	None	MT OJT		\$29,969
47-2181	Roofers	209	640	8	None	MT OJT		\$29,020
37-3013	Tree Trimmers and Pruners	134	160	8	None	ST OJT		\$28,817
39-4011	Embalmers	28	30	8	None	ST OJT		\$28,677
47-2151	Pipelayers	28	80	8	None	ST OJT		\$28,524
47-5023	Earth Drillers, Except Oil and Gas	31	60	8	None	MT OJT		\$27,634
47-2081	Drywall and Ceiling Tile Installers	272	720	8	None	MT OJT		\$27,434
45-4021	Fallers	5	0	8	None	ST OJT		\$26,978
47-2051	Cement Masons and Concrete Finishers	292	740	8	None	MT OJT		\$26,959
53-5011	Sailors and Marine Oilers	140	380	8	None	ST OJT		\$26,908
47-2044	Tile and Stone Setters	112	380	8	None	LT OJT		\$26,872
47-2161	Plasterers and Stucco Masons	88	240	8	None	LT OJT		\$26,777
43-2021	Telephone Operators	11	20	8	None	ST OJT		\$26,522
53-4013	Rail Yard Engineers, Dinkey Operators, and Hostlers	2	10	8	None	ST OJT		\$26,140
47-2131	Insulation Workers, Floor, Ceiling, and Wall	18	50	8	None	ST OJT		\$25,699
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and	262	500	8	None	ST OJT		\$25,328
41-3041	Travel Agents	212	360	8	None	MT OJT		\$25,120
37-1011	First-Line Supervisors of Housekeeping and Janitorial	436	960	8	None	ST OJT		\$24,901
47-3012	Helpers--Carpenters	57	110	8	None	ST OJT		\$24,365
53-3051	Bus Drivers, School	547	840	8	None	ST OJT		\$23,757
45-4022	Logging Equipment Operators	5	10	8	None	ST OJT		\$23,635
47-2082	Tapers	39	90	8	None	MT OJT		\$23,535
51-4121	Welders, Cutters, Solderers, and Brazers	654	1170	8	None	MT OJT		\$23,371
43-6014	Secretaries and Administrative Assistants, Except Legal,	5310	10610	8	None	ST OJT		\$23,367
47-2142	Paperhangers	9	40	8	None	ST OJT		\$23,238
47-2141	Painters, Construction and Maintenance	512	1550	8	None	MT OJT		\$23,208
39-1014	First-Line Supervisors of Entertainment and Recreation	288	820	8	None	ST OJT		\$23,027
41-1011	First-Line Supervisors of Retail Sales Workers	2550	5320	8	None	ST OJT		\$22,910

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

**Exhibit A-5
Projected Occupational Openings 2022-2028 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Education	Work Exp	Entry Level		Median Annual Wage
						On-the-Job Training to Attain Competency	None	
37-2019	Building Cleaning Workers, All Other	102	170	8	None	ST OJT		\$22,884
53-2022	Airfield Operations Specialists	120	530	8	None	ST OJT		\$22,881
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	38	130	8	None	MT OJT		\$22,649
47-2231	Solar Photovoltaic Installers	71	200	8	None	ST OJT		\$22,184
37-3019	Grounds Maintenance Workers, All Other	168	270	8	None	ST OJT		\$22,102
47-2061	Construction Laborers	1593	4370	8	None	ST OJT		\$21,609
47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile	57	100	8	None	ST OJT		\$21,565
47-2042	Floor Layers, Except Carpet, Wood, and Hard Tiles	71	240	8	None	MT OJT		\$21,406
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	57	80	8	None	ST OJT		\$21,302
49-9099	Installation, Maintenance, and Repair Workers, All Other	566	1280	8	None	MT OJT		\$21,107
31-9091	Dental Assistants	2066	3010	8	None	ST OJT		\$21,050
47-2041	Carpet Installers	50	110	8	None	ST OJT		\$20,520
47-3016	Helpers--Roofers	24	50	8	None	ST OJT		\$20,251
47-3019	Helpers, Construction Trades, All Other	88	170	8	None	ST OJT		\$20,198
39-3021	Motion Picture Projectionists	20	20	8	None	ST OJT		\$20,175
47-3014	Helpers--Painters, Paperhangers, Plasterers, and Stucco	36	70	8	None	ST OJT		\$19,893
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	118	120	8	None	ST OJT		\$19,780
49-9095	Manufactured Building and Mobile Home Installers	7	20	8	None	LT OJT		\$19,667
51-7011	Cabinetmakers and Bench Carpenters	193	210	8	None	MT OJT		\$19,437
53-4099	Rail Transportation Workers, All Other	41	70	8	None	ST OJT		\$19,157
45-3031	Fishing and Hunting Workers	10	10	8	None	ST OJT		\$19,009
35-2019	Cooks, All Other	45	100	8	None	ST OJT		\$18,898
53-3099	Motor Vehicle Operators, All Other	143	270	8	None	ST OJT		\$18,378
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators,	57	100	8	None	MT OJT		\$18,312
51-9194	Etchers and Engravers	30	30	8	None	ST OJT		\$17,942
37-2012	Maids and Housekeeping Cleaners	3238	4450	8	None	None		\$17,650
37-2011	Janitors and Cleaners, Except Maids and Housekeeping	9157	15870	8	None	ST OJT		\$17,515
39-2021	Animal Caretakers	1472	2760	8	None	ST OJT		\$17,513
41-9041	Telemarketers	232	330	8	None	ST OJT		\$17,269
51-4071	Foundry Mold and Coremakers	17	0	8	None	ST OJT		\$17,252
49-9098	Helpers--Installation, Maintenance, and Repair Workers	224	510	8	None	MT OJT		\$17,152
39-3099	Entertainment Attendants and Related Workers, All Other	43	40	8	None	ST OJT		\$17,061
51-9051	Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	20	40	8	None	ST OJT		\$17,051
35-2021	Food Preparation Workers	5802	7000	8	None	ST OJT		\$16,787
35-3041	Food Servers, Nonrestaurant	1348	2240	8	None	ST OJT		\$16,639
35-9021	Dishwashers	2985	3720	8	None	ST OJT		\$16,601
35-3023	Fast Food and Counter Workers	26727	24720	8	None	ST OJT		\$16,522
53-3054	Taxi Drivers	24	110	8	None	ST OJT		\$16,510
53-3011	Ambulance Drivers and Attendants, Except Emergency	23	40	8	None	ST OJT		\$16,277
35-9099	Food Preparation and Serving Related Workers, All Other	1233	1450	8	None	ST OJT		\$15,908
35-3011	Bartenders	3007	4800	8	<5 years	MT OJT		\$15,698
41-9091	Door-to-Door Sales Workers, News and Street Vendors, and	67	50	8	None	None		\$15,624
35-3031	Waiters and Waitresses	13214	13410	8	None	MT OJT		\$15,463
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	3557	2960	8	None	ST OJT		\$15,379
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	3918	4800	8	None	ST OJT		\$15,367
43-2099	Communications Equipment Operators, All Other	3	0	7	None	ST OJT		-
39-4012	Crematory Operators	0	0	7	None	ST OJT		-
49-9064	Watch and Clock Repairers	0	0	7	None	ST OJT		-
51-7032	Patternmakers, Wood	0	0	7	None	ST OJT		-
45-4029	Logging Workers, All Other	0	0	7	None	MT OJT		-

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

Exhibit A-5
Projected Occupational Openings 2022-2028 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Work Exp	Entry Level		Median Annual Wage
						On-the-Job Training to Attain Competency	MT OJT	
51-2061	Timing Device Assemblers and Adjusters	0	0	7	None	MT OJT	-	-
51-8011	Nuclear Power Reactor Operators	2	0	7	None	LT OJT	-	-
29-1022	Oral and Maxillofacial Surgeons	0	10	7	None	ST OJT	\$146,425	
53-2011	Airline Pilots, Copilots, and Flight Engineers	731	2800	7	None	MT OJT	\$113,914	
29-1081	Podiatrists	6	60	7	None	ST OJT	\$78,702	
11-9199	Managers, All Other	1783	5810	7	None	LT OJT	\$73,452	
11-3121	Human Resources Managers	458	1440	7	≥5 years	None	\$68,068	
41-9012	Models	36	50	7	None	MT OJT	\$64,380	
53-2021	Air Traffic Controllers	65	210	7	None	MT OJT	\$62,910	
47-4021	Elevator and Escalator Installers and Repairers	46	140	7	None	APP	\$62,091	
11-9111	Medical and Health Services Managers	1062	4720	7	<5 years	None	\$61,740	
33-3052	Transit and Railroad Police	8	30	7	≥5 years	MT OJT	\$59,752	
33-3021	Detectives and Criminal Investigators	191	690	7	<5 years	MT OJT	\$57,449	
27-3043	Writers and Authors	554	1450	7	None	MT OJT	\$55,458	
11-9161	Emergency Management Directors	9	40	7	None	LT OJT	\$55,005	
51-8013	Power Plant Operators	43	120	7	None	LT OJT	\$52,509	
11-3051	Industrial Production Managers	381	940	7	≥5 years	None	\$52,105	
49-9092	Commercial Divers	7	20	7	None	MT OJT	\$50,943	
49-9051	Electrical Power-Line Installers and Repairers	132	480	7	None	MT OJT	\$50,086	
51-8092	Gas Plant Operators	26	60	7	None	MT OJT	\$50,070	
11-9071	Gambling Managers	14	50	7	<5 years	None	\$49,919	
27-2042	Musicians and Singers	254	700	7	None	LT OJT	\$49,473	
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation,	42	110	7	None	LT OJT	\$49,360	
51-8012	Power Distributors and Dispatchers	20	50	7	None	MT OJT	\$49,327	
27-4012	Broadcast Technicians	669	1450	7	None	LT OJT	\$49,057	
41-9031	Sales Engineers	156	270	7	None	MT OJT	\$48,949	
11-9039	Education Administrators, All Other	162	770	7	<5 years	None	\$48,699	
19-4051	Nuclear Technicians	7	10	7	None	ST OJT	\$45,941	
13-2053	Insurance Underwriters	102	230	7	None	MT OJT	\$45,491	
27-2041	Music Directors and Composers	131	440	7	None	LT OJT	\$45,259	
41-4011	Sales Representatives, Wholesale and Manufacturing,	502	960	7	None	MT OJT	\$44,711	
33-2021	Fire Inspectors and Investigators	20	70	7	None	ST OJT	\$44,614	
49-2091	Avionics Technicians	94	310	7	None	MT OJT	\$42,135	
51-8091	Chemical Plant and System Operators	7	10	7	None	MT OJT	\$41,736	
29-1126	Respiratory Therapists	226	1160	7	None	LT OJT	\$41,188	
47-4011	Construction and Building Inspectors	307	680	7	≥5 years	MT OJT	\$40,984	
29-1011	Chiropractors	29	290	7	None	None	\$40,795	
33-3011	Bailiffs	54	100	7	None	None	\$40,544	
27-4015	Lighting Technicians	196	420	7	None	MT OJT	\$40,324	
21-1023	Mental Health and Substance Abuse Social Workers	376	1490	7	None	ST OJT	\$40,176	
29-2091	Orthotists and Prosthetists	12	50	7	None	MT OJT	\$40,118	
47-1011	First-Line Supervisors of Construction Trades and Extraction	1002	2900	7	≥5 years	None	\$40,084	
33-2011	Firefighters	477	1750	7	None	ST OJT	\$39,619	
41-1012	First-Line Supervisors of Non-Retail Sales Workers	450	1120	7	None	ST OJT	\$39,595	
27-3099	Media and Communication Workers, All Other	624	1480	7	None	None	\$39,297	
29-1129	Therapists, All Other	16	100	7	None	ST OJT	\$39,251	
27-1022	Fashion Designers	343	950	7	<5 years	None	\$39,145	
47-2011	Boilermakers	11	30	7	None	APP	\$39,060	

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

**Exhibit A-5
Projected Occupational Openings 2022-2028 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Education	Work Exp	Entry Level		Median Annual Wage
						On-the-Job Training to Attain Competency	On-the-Job Training to Attain Competency	
47-2073	Operating Engineers and Other Construction Equipment	463	1310	7	None	MT OJT		\$38,638
51-8031	Water and Wastewater Treatment Plant and System	171	430	7	None	MT OJT		\$38,579
47-5032	Explosives Workers, Ordnance Handling Experts, and	10	20	7	<5 years	None		\$38,445
11-9171	Funeral Home Managers	14	40	7	None	LT OJT		\$38,362
21-1022	Healthcare Social Workers	446	1580	7	None	ST OJT		\$37,508
51-9162	Computer Numerically Controlled Tool Programmers	73	140	7	None	ST OJT		\$37,385
43-5031	Public Safety Telecommunicators	181	510	7	None	ST OJT		\$37,271
27-4031	Camera Operators, Television, Video, and Film	349	840	7	≥5 years	LT OJT		\$37,218
49-3011	Aircraft Mechanics and Service Technicians	376	1770	7	None	MT OJT		\$37,166
49-9012	Control and Valve Installers and Repairers, Except	71	200	7	None	APP		\$37,085
47-2211	Sheet Metal Workers	182	400	7	None	APP		\$36,792
47-2021	Brickmasons and Blockmasons	38	120	7	None	APP		\$35,446
33-3012	Correctional Officers and Jailers	361	1130	7	<5 years	MT OJT		\$35,428
27-3031	Public Relations Specialists	708	2570	7	None	MT OJT		\$35,011
47-2111	Electricians	1186	3040	7	None	APP		\$34,704
43-5051	Postal Service Clerks	130	320	7	None	ST OJT		\$33,016
43-6011	Executive Secretaries and Executive Administrative Assistants	1558	2740	7	None	ST OJT		\$32,866
35-1011	Chefs and Head Cooks	621	1350	7	None	ST OJT		\$32,823
49-2021	Radio, Cellular, and Tower Equipment Installers and	29	50	7	None	MT OJT		\$32,743
19-3091	Anthropologists and Archeologists	30	90	7	None	MT OJT		\$32,322
49-2094	Electrical and Electronics Repairers, Commercial and	81	190	7	None	LT OJT		\$32,183
43-1011	First-Line Supervisors of Office and Administrative Support	4049	9360	7	None	LT OJT		\$31,957
49-9052	Telecommunications Line Installers and Repairers	241	380	7	None	MT OJT		\$31,821
47-2071	Paving, Surfacing, and Tamping Equipment Operators	38	110	7	None	MT OJT		\$31,811
27-4021	Photographers	151	430	7	None	LT OJT		\$31,798
43-5041	Meter Readers, Utilities	16	40	7	None	ST OJT		\$31,625
41-9021	Real Estate Brokers	355	1300	7	None	ST OJT		\$31,525
49-9069	Precision Instrument and Equipment Repairers, All Other	52	120	7	None	ST OJT		\$31,343
11-9179	Personal Service Managers, All Other	40	170	7	None	LT OJT		\$31,290
51-1011	First-Line Supervisors of Production and Operating Workers	1178	2340	7	None	MT OJT		\$31,164
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	406	1260	7	None	ST OJT		\$31,152
27-4099	Media and Communication Equipment Workers, All Other	208	470	7	None	LT OJT		\$31,150
11-9051	Food Service Managers	1078	2270	7	≥5 years	MT OJT		\$30,938
47-4061	Rail-Track Laying and Maintenance Equipment Operators	12	40	7	None	MT OJT		\$30,895
49-9081	Wind Turbine Service Technicians	11	40	7	None	MT OJT		\$30,791
31-2012	Occupational Therapy Aides	14	30	7	None	MT OJT		\$30,710
11-9141	Property, Real Estate, and Community Association Managers	1023	4040	7	<5 years	None		\$30,710
39-3092	Costume Attendants	336	270	7	None	ST OJT		\$30,544
51-6092	Fabric and Apparel Patternmakers	57	30	7	None	MT OJT		\$30,464
33-9021	Private Detectives and Investigators	120	340	7	None	MT OJT		\$30,421
43-5052	Postal Service Mail Carriers	598	1630	7	None	MT OJT		\$30,362
49-9043	Maintenance Workers, Machinery	67	160	7	None	LT OJT		\$30,350
49-3092	Recreational Vehicle Service Technicians	31	110	7	None	LT OJT		\$30,348
33-9011	Animal Control Workers	35	110	7	None	MT OJT		\$30,066
49-9041	Industrial Machinery Mechanics	467	1290	7	None	ST OJT		\$29,849
41-4012	Sales Representatives, Wholesale and Manufacturing, Except	3726	7220	7	None	MT OJT		\$29,655
49-9091	Coin, Vending, and Amusement Machine Servicers and	61	130	7	None	MT OJT		\$29,435
13-1121	Meeting, Convention, and Event Planners	413	1130	7	None	None		\$29,417
17-3011	Architectural and Civil Drafters	250	680	7	None	MT OJT		\$29,386
47-2022	Stonemasons	23	60	7	None	APP		\$29,327

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**Exhibit A-5
Projected Occupational Openings 2022-2028 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
51-8021	Stationary Engineers and Boiler Operators	187	460	7	None	MT OJT	\$29,309
43-4061	Eligibility Interviewers, Government Programs	1070	3180	7	None	MT OJT	\$29,225
49-9044	Millwrights	29	70	7	None	ST OJT	\$29,063
49-3051	Motorboat Mechanics and Service Technicians	54	200	7	None	LT OJT	\$29,042
43-9081	Proofreaders and Copy Markers	18	30	7	None	ST OJT	\$28,577
47-2031	Carpenters	1504	4190	7	None	APP	\$28,499
47-2221	Structural Iron and Steel Workers	147	390	7	None	APP	\$28,486
33-1091	First-Line Supervisors of Security Workers	203	600	7	None	MT OJT	\$28,473
43-9031	Desktop Publishers	11	20	7	None	MT OJT	\$28,385
51-4192	Layout Workers, Metal and Plastic	24	50	7	None	MT OJT	\$28,333
47-2152	Plumbers, Pipefitters, and Steamfitters	669	1660	7	None	APP	\$28,312
49-3021	Automotive Body and Related Repairers	352	1290	7	None	MT OJT	\$28,139
49-3052	Motorcycle Mechanics	31	130	7	None	MT OJT	\$28,090
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and	605	1620	7	None	LT OJT	\$28,049
49-3023	Automotive Service Technicians and Mechanics	1120	3260	7	None	ST OJT	\$28,034
49-9062	Medical Equipment Repairers	134	370	7	None	MT OJT	\$28,033
49-2098	Security and Fire Alarm Systems Installers	258	590	7	None	LT OJT	\$28,026
47-2121	Glaziers	125	310	7	None	APP	\$27,986
43-4031	Court, Municipal, and License Clerks	239	670	7	None	ST OJT	\$27,571
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems	95	140	7	None	MT OJT	\$27,187
51-9081	Dental Laboratory Technicians	74	70	7	<5 years	None	\$26,874
19-4061	Social Science Research Assistants	155	390	7	None	ST OJT	\$26,832
43-3051	Payroll and Timekeeping Clerks	638	1240	7	None	MT OJT	\$26,672
33-3041	Parking Enforcement Workers	40	100	7	<5 years	None	\$26,655
49-3041	Farm Equipment Mechanics and Service Technicians	28	60	7	None	MT OJT	\$26,333
49-3043	Rail Car Repairers	36	80	7	None	ST OJT	\$26,034
41-9099	Sales and Related Workers, All Other	1168	1810	7	<5 years	None	\$25,349
47-4051	Highway Maintenance Workers	177	580	7	None	MT OJT	\$25,031
49-2092	Electric Motor, Power Tool, and Related Repairers	18	40	7	None	LT OJT	\$24,963
43-5061	Production, Planning, and Expediting Clerks	1979	4000	7	None	ST OJT	\$24,826
53-3032	Heavy and Tractor-Trailer Truck Drivers	4903	10390	7	None	ST OJT	\$24,764
39-9031	Exercise Trainers and Group Fitness Instructors	2093	4140	7	None	MT OJT	\$24,615
43-9022	Word Processors and Typists	579	550	7	<5 years	None	\$24,456
43-4011	Brokerage Clerks	134	270	7	None	MT OJT	\$24,264
43-3099	Financial Clerks, All Other	253	590	7	None	ST OJT	\$24,174
43-4199	Information and Record Clerks, All Other	602	1400	7	None	ST OJT	\$24,075
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and	31	30	7	None	LT OJT	\$24,064
39-1022	First-Line Supervisors of Personal Service Workers	299	930	7	None	MT OJT	\$23,971
43-9041	Insurance Claims and Policy Processing Clerks	361	690	7	None	MT OJT	\$23,964
43-3031	Bookkeeping, Accounting, and Auditing Clerks	5404	10420	7	None	ST OJT	\$23,904
47-4041	Hazardous Materials Removal Workers	186	500	7	None	MT OJT	\$23,900
43-6012	Legal Secretaries and Administrative Assistants	1269	3120	7	None	MT OJT	\$23,850
43-5053	Postal Service Mail Sorters, Processors, and Processing	383	830	7	None	MT OJT	\$23,747
43-5011	Cargo and Freight Agents	714	1520	7	None	ST OJT	\$23,621
33-9093	Transportation Security Screeners	271	770	7	None	ST OJT	\$23,547
45-2011	Agricultural Inspectors	97	150	7	None	ST OJT	\$23,499
43-4131	Loan Interviewers and Clerks	435	1110	7	None	ST OJT	\$23,492
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry	66	110	7	None	ST OJT	\$23,471
51-2041	Structural Metal Fabricators and Fitters	55	80	7	None	MT OJT	\$23,430
49-2093	Electrical and Electronics Installers and Repairers,	10	30	7	None	LT OJT	\$23,414

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

Exhibit A-5
Projected Occupational Openings 2022-2028 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Work Exp	Entry Level		Median Annual Wage
						On-the-Job Training to Attain Competency	On-the-Job Training to Attain Competency	
43-4161	Human Resources Assistants, Except Payroll and	392	760	7	None	ST OJT		\$23,402
51-9071	Jewelers and Precious Stone and Metal Workers	157	250	7	<5 years	None		\$23,330
51-4034	Lathe and Turning Machine Tool Setters, Operators, and	106	90	7	None	MT OJT		\$23,252
49-3022	Automotive Glass Installers and Repairers	24	110	7	None	LT OJT		\$23,138
43-3061	Procurement Clerks	163	330	7	None	ST OJT		\$23,130
51-2031	Engine and Other Machine Assemblers	57	60	7	None	MT OJT		\$23,091
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and	104	110	7	None	MT OJT		\$23,043
27-2099	Entertainers and Performers, Sports and Related Workers, All	146	300	7	None	LT OJT		\$23,003
43-3011	Bill and Account Collectors	575	1160	7	None	None		\$22,987
49-3053	Outdoor Power Equipment and Other Small Engine	61	160	7	None	MT OJT		\$22,807
33-9091	Crossing Guards and Flaggers	495	560	7	None	ST OJT		\$22,765
49-9071	Maintenance and Repair Workers, General	3140	9390	7	None	ST OJT		\$22,724
51-4035	Milling and Planing Machine Setters, Operators, and Tenders,	66	60	7	None	MT OJT		\$22,698
47-4098	Miscellaneous Construction and Related Workers	48	120	7	None	MT OJT		\$22,677
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still	95	190	7	None	MT OJT		\$22,658
51-9082	Medical Appliance Technicians	76	90	7	<5 years	None		\$22,601
39-4031	Morticians, Undertakers, and Funeral Arrangers	76	100	7	None	ST OJT		\$22,571
43-4121	Library Assistants, Clerical	338	460	7	None	MT OJT		\$22,563
31-9099	Healthcare Support Workers, All Other	593	1130	7	None	ST OJT		\$22,555
51-6091	Extruding and Forming Machine Setters, Operators, and	9	20	7	None	LT OJT		\$22,547
43-4111	Interviewers, Except Eligibility and Loan	672	1210	7	None	ST OJT		\$22,507
43-3021	Billing and Posting Clerks	1494	3380	7	<5 years	None		\$22,505
51-9161	Computer Numerically Controlled Tool Operators	381	560	7	None	MT OJT		\$22,495
43-4041	Credit Authorizers, Checkers, and Clerks	38	100	7	None	ST OJT		\$22,409
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators,	58	80	7	None	ST OJT		\$22,353
51-5111	Prepress Technicians and Workers	62	60	7	None	MT OJT		\$22,304
49-9063	Musical Instrument Repairers and Tuners	12	30	7	None	ST OJT		\$22,255
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	213	430	7	None	MT OJT		\$22,203
43-6013	Medical Secretaries and Administrative Assistants	3026	6970	7	None	ST OJT		\$22,092
43-5032	Dispatchers, Except Police, Fire, and Ambulance	609	1460	7	None	ST OJT		\$22,073
31-1133	Psychiatric Aides	68	170	7	None	None		\$22,064
49-9031	Home Appliance Repairers	62	160	7	None	LT OJT		\$21,881
49-9094	Locksmiths and Safe Repairers	52	100	7	None	MT OJT		\$21,875
49-2097	Audiovisual Equipment Installers and Repairers	42	80	7	None	LT OJT		\$21,873
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1562	2110	7	None	MT OJT		\$21,794
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	94	160	7	None	ST OJT		\$21,782
43-4141	New Accounts Clerks	27	60	7	None	ST OJT		\$21,728
51-9197	Tire Builders	16	10	7	None	MT OJT		\$21,707
51-9011	Chemical Equipment Operators and Tenders	139	260	7	None	ST OJT		\$21,470
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and	224	300	7	None	MT OJT		\$21,446
51-9191	Adhesive Bonding Machine Operators and Tenders	14	30	7	None	ST OJT		\$21,336
51-9196	Paper Goods Machine Setters, Operators, and Tenders	115	140	7	<5 years	MT OJT		\$21,301
51-9151	Photographic Process Workers and Processing Machine	43	70	7	None	MT OJT		\$21,202
51-9124	Coating, Painting, and Spraying Machine Setters, Operators,	332	760	7	None	LT OJT		\$21,195
51-7021	Furniture Finishers	46	50	7	None	MT OJT		\$21,174
51-2051	Fiberglass Laminators and Fabricators	23	50	7	None	MT OJT		\$21,149
37-2021	Pest Control Workers	256	280	7	<5 years	None		\$21,007
51-4191	Heat Treating Equipment Setters, Operators, and Tenders,	26	40	7	None	MT OJT		\$20,859
51-4032	Drilling and Boring Machine Tool Setters, Operators, and	45	50	7	None	MT OJT		\$20,710
43-9199	Office and Administrative Support Workers, All Other	1013	2280	7	None	MT OJT		\$20,648

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

**Exhibit A-5
Projected Occupational Openings 2022-2028 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Education	Work Exp	Entry Level		Median Annual Wage
						On-the-Job Training to Attain Competency	On-the-Job Training to Attain Competency	
35-2013	Cooks, Private Household	4	10	7	None	ST OJT	ST OJT	\$20,600
51-6052	Tailors, Dressmakers, and Custom Sewers	70	110	7	None	LT OJT	LT OJT	\$20,587
47-2053	Terrazzo Workers and Finishers	5	10	7	None	APP	APP	\$20,516
43-4051	Customer Service Representatives	7294	11500	7	None	MT OJT	MT OJT	\$20,469
35-1012	First-Line Supervisors of Food Preparation and Serving	6001	9200	7	None	ST OJT	ST OJT	\$20,223
51-6093	Upholsterers	97	210	7	None	MT OJT	MT OJT	\$20,193
43-4071	File Clerks	464	830	7	None	MT OJT	MT OJT	\$20,146
43-4021	Correspondence Clerks	16	30	7	None	MT OJT	MT OJT	\$19,942
51-9193	Cooling and Freezing Equipment Operators and Tenders	11	20	7	None	ST OJT	ST OJT	\$19,741
51-4051	Metal-Refining Furnace Operators and Tenders	28	30	7	None	MT OJT	MT OJT	\$19,700
47-4031	Fence Erectors	62	140	7	None	MT OJT	MT OJT	\$19,528
53-3033	Light Truck Drivers	3737	7630	7	None	ST OJT	ST OJT	\$19,435
47-3013	Helpers--Electricians	77	140	7	None	ST OJT	ST OJT	\$19,406
39-9041	Residential Advisors	429	840	7	None	MT OJT	MT OJT	\$19,397
43-9061	Office Clerks, General	8687	16640	7	None	MT OJT	MT OJT	\$19,347
39-1013	First-Line Supervisors of Gambling Services Workers	56	200	7	None	MT OJT	MT OJT	\$19,223
51-5113	Print Binding and Finishing Workers	36	50	7	None	MT OJT	MT OJT	\$19,189
51-4072	Molding, Coremaking, and Casting Machine Setters,	232	410	7	None	MT OJT	MT OJT	\$19,181
51-5112	Printing Press Operators	374	500	7	None	ST OJT	ST OJT	\$18,992
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	21	30	7	None	MT OJT	MT OJT	\$18,909
51-4193	Plating Machine Setters, Operators, and Tenders, Metal and	153	170	7	None	MT OJT	MT OJT	\$18,768
31-9092	Medical Assistants	3772	8120	7	None	ST OJT	ST OJT	\$18,765
43-4151	Order Clerks	582	750	7	None	ST OJT	ST OJT	\$18,763
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal	112	190	7	None	MT OJT	MT OJT	\$18,701
51-9041	Extruding, Forming, Pressing, and Compacting Machine	104	180	7	None	MT OJT	MT OJT	\$18,700
51-4021	Extruding and Drawing Machine Setters, Operators, and	105	150	7	None	MT OJT	MT OJT	\$18,562
39-4021	Funeral Attendants	100	110	7	None	ST OJT	ST OJT	\$18,560
43-3071	Tellers	562	860	7	None	MT OJT	MT OJT	\$18,548
51-4199	Metal Workers and Plastic Workers, All Other	72	100	7	None	MT OJT	MT OJT	\$18,489
43-9051	Mail Clerks and Mail Machine Operators, Except Postal	129	250	7	None	ST OJT	ST OJT	\$18,385
35-2012	Cooks, Institution and Cafeteria	1104	2420	7	None	ST OJT	ST OJT	\$18,372
43-5071	Shipping, Receiving, and Inventory Clerks	2362	3820	7	None	ST OJT	ST OJT	\$18,365
43-9021	Data Entry Keyers	552	780	7	None	ST OJT	ST OJT	\$18,333
43-9071	Office Machine Operators, Except Computer	86	140	7	None	MT OJT	MT OJT	\$18,284
43-4181	Reservation and Transportation Ticket Agents and Travel	834	2940	7	None	MT OJT	MT OJT	\$18,233
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	117	180	7	None	MT OJT	MT OJT	\$18,229
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool	292	320	7	None	MT OJT	MT OJT	\$18,209
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	723	1160	7	None	ST OJT	ST OJT	\$18,196
35-2014	Cooks, Restaurant	6568	10900	7	≥5 years	None	None	\$18,195
37-3011	Landscaping and Groundskeeping Workers	2230	3630	7	<5 years	None	None	\$18,186
39-5012	Hairdressers, Hairstylists, and Cosmetologists	1123	2770	7	None	ST OJT	ST OJT	\$18,162
51-2028	Electrical, Electronic, and Electromechanical Assemblers,	721	790	7	None	LT OJT	LT OJT	\$18,120
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine	29	70	7	None	MT OJT	MT OJT	\$18,087
51-2098	Miscellaneous Assemblers and Fabricators	2461	3050	7	None	MT OJT	MT OJT	\$18,061
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective	985	1020	7	None	MT OJT	MT OJT	\$17,999
51-3021	Butchers and Meat Cutters	671	1210	7	None	MT OJT	MT OJT	\$17,991
43-4171	Receptionists and Information Clerks	3003	6120	7	None	ST OJT	ST OJT	\$17,920
51-7099	Woodworkers, All Other	23	30	7	None	MT OJT	MT OJT	\$17,918
51-9111	Packaging and Filling Machine Operators and Tenders	1112	2270	7	None	MT OJT	MT OJT	\$17,917
51-9022	Grinding and Polishing Workers, Hand	83	90	7	None	MT OJT	MT OJT	\$17,888

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

Exhibit A-5

Projected Occupational Openings 2022-2028 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Work Exp	Entry Level		Median Annual Wage
						On-the-Job Training to Attain Competency	On-the-Job Training to Attain Competency	
51-7042	Woodworking Machine Setters, Operators, and Tenders,	72	110	7	None	MT OJT		\$17,881
43-5021	Couriers and Messengers	247	460	7	None	ST OJT		\$17,878
53-3031	Driver/Sales Workers	1486	3140	7	None	MT OJT		\$17,857
53-3053	Shuttle Drivers and Chauffeurs	797	1680	7	<5 years	MT OJT		\$17,829
51-4194	Tool Grinders, Filers, and Sharpeners	19	30	7	None	MT OJT		\$17,749
51-3011	Bakers	1190	1840	7	None	MT OJT		\$17,745
39-2011	Animal Trainers	88	190	7	None	MT OJT		\$17,708
51-9199	Production Workers, All Other	1358	2050	7	None	MT OJT		\$17,668
39-3091	Amusement and Recreation Attendants	2733	2790	7	None	ST OJT		\$17,656
43-5111	Weighers, Measurers, Checkers, and Samplers,	209	340	7	None	ST OJT		\$17,607
41-2021	Counter and Rental Clerks	2350	5390	7	None	ST OJT		\$17,590
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	239	380	7	<5 years	None		\$17,544
51-3093	Food Cooking Machine Operators and Tenders	19	50	7	None	MT OJT		\$17,480
49-3093	Tire Repairers and Changers	197	370	7	None	MT OJT		\$17,354
51-9198	Helpers--Production Workers	734	710	7	None	MT OJT		\$17,316
51-4052	Pourers and Casters, Metal	7	0	7	None	ST OJT		\$17,296
43-4081	Hotel, Motel, and Resort Desk Clerks	971	1340	7	None	ST OJT		\$17,294
39-9099	Personal Care and Service Workers, All Other	358	680	7	None	ST OJT		\$17,283
39-3031	Ushers, Lobby Attendants, and Ticket Takers	1513	1600	7	None	ST OJT		\$17,254
51-6021	Pressers, Textile, Garment, and Related Materials	268	400	7	None	ST OJT		\$17,182
43-3041	Gambling Cage Workers	47	150	7	None	ST OJT		\$17,176
33-9032	Security Guards	8271	16710	7	None	MT OJT		\$17,140
45-2021	Animal Breeders	4	10	7	None	ST OJT		\$17,123
51-3099	Food Processing Workers, All Other	281	610	7	None	MT OJT		\$17,108
33-9094	School Bus Monitors	65	100	7	None	MT OJT		\$17,086
41-2022	Parts Salespersons	729	1250	7	<5 years	None		\$17,058
51-3092	Food Batchmakers	582	1050	7	None	MT OJT		\$17,023
33-9031	Gambling Surveillance Officers and Gambling Investigators	57	150	7	<5 years	MT OJT		\$16,989
33-9099	Protective Service Workers, All Other	2981	2580	7	<5 years	MT OJT		\$16,978
51-9141	Semiconductor Processing Technicians	33	40	7	<5 years	MT OJT		\$16,911
51-2021	Coil Winders, Tapers, and Finishers	18	20	7	None	MT OJT		\$16,852
35-2011	Cooks, Fast Food	6083	6380	7	None	ST OJT		\$16,780
49-3091	Bicycle Repairers	63	90	7	None	LT OJT		\$16,766
35-2015	Cooks, Short Order	1169	1650	7	<5 years	None		\$16,724
41-2031	Retail Salespersons	12215	17570	7	<5 years	None		\$16,713
39-9032	Recreation Workers	2697	3650	7	None	MT OJT		\$16,568
51-3023	Slaughterers and Meat Packers	96	140	7	None	LT OJT		\$16,507
51-6061	Textile Bleaching and Dyeing Machine Operators and Tenders	53	0	7	None	LT OJT		\$16,476
51-6011	Laundry and Dry-Cleaning Workers	596	1120	7	None	ST OJT		\$16,455
51-6041	Shoe and Leather Workers and Repairers	28	40	7	None	MT OJT		\$16,454
51-6062	Textile Cutting Machine Setters, Operators, and Tenders	55	50	7	None	LT OJT		\$16,390
51-6042	Shoe Machine Operators and Tenders	7	0	7	None	LT OJT		\$16,239
51-6031	Sewing Machine Operators	811	550	7	None	ST OJT		\$16,222
47-3015	Helpers--Pipefitters, Plumbers, Pipefitters, and Steamfitters	56	110	7	None	ST OJT		\$16,200
39-3019	Gambling Service Workers, All Other	99	210	7	None	MT OJT		\$16,087
39-9011	Childcare Workers	1517	1280	7	None	ST OJT		\$16,025
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and	29	10	7	None	LT OJT		\$15,925
51-9031	Cutters and Trimmers, Hand	21	10	7	None	LT OJT		\$15,878
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	433	540	7	None	ST OJT		\$15,851
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	287	530	7	None	MT OJT		\$15,802

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Exhibit A-5
Projected Occupational Openings 2022-2028 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Work Exp	Entry Level		Median Annual Wage
						On-the-Job Training to Attain Competency	None	
45-4011	Forest and Conservation Workers	83	110	7	None	MT OJT		\$15,756
31-1128	Home Health and Personal Care Aides	48999	98660	7	None	LT OJT		\$15,571
51-6064	Textile Winding, Twisting, and Drawing Out Machine Setters,	22	30	7	None	LT OJT		\$15,416
51-6099	Textile, Apparel, and Furnishings Workers, All Other	129	120	7	None	MT OJT		\$15,379
39-3012	Gambling and Sports Book Writers and Runners	61	130	7	<5 years	None		\$15,083
49-2096	Electronic Equipment Installers and Repairers, Motor Vehicles	13	20	7	None	LT OJT		\$15,000
51-6051	Sewers, Hand	17	20	7	None	LT OJT		\$14,945
39-3011	Gambling Dealers	466	1120	7	<5 years	None		\$14,724
41-2012	Gambling Change Persons and Booth Cashiers	90	150	7	None	ST OJT		\$14,708
31-9094	Medical Transcriptionists	314	390	7	None	ST OJT		\$14,310
15-1231	Computer Network Support Specialists	204	730	6	None	MT OJT		\$35,722
47-5041	Continuous Mining Machine Operators	8	10	6	None	None		\$25,617
27-2031	Dancers	250	500	6	None	None		\$22,599
27-2023	Umpires, Referees, and Other Sports Officials	179	230	6	None	None		\$16,955
47-5044	Loading and Moving Machine Operators, Underground Mining	0	0	5	None	MT OJT		-
49-9045	Refractory Materials Repairers, Except Brickmasons	0	0	5	None	MT OJT		-
33-3031	Fish and Game Wardens	2	0	5	<5 years	MT OJT		-
33-1012	First-Line Supervisors of Police and Detectives	204	860	5	None	None		\$80,278
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	100	460	5	None	None		\$73,517
53-2012	Commercial Pilots	206	770	5	None	ST OJT		\$66,618
29-9092	Genetic Counselors	3	20	5	None	None		\$55,997
13-1011	Agents and Business Managers of Artists, Performers, and	623	2120	5	None	MT OJT		\$51,415
33-3051	Police and Sheriff's Patrol Officers	1721	6040	5	None	LT OJT		\$50,944
33-1011	First-Line Supervisors of Correctional Officers	20	80	5	None	None		\$50,753
29-1122	Occupational Therapists	251	1150	5	None	ST OJT		\$49,638
33-2022	Forest Fire Inspectors and Prevention Specialists	8	30	5	None	None		\$40,610
29-9021	Health Information Technologists and Medical Registrars	57	270	5	None	None		\$40,494
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	859	2700	5	None	ST OJT		\$38,400
33-1099	First-Line Supervisors of Protective Service Workers, All Other	67	200	5	None	None		\$32,857
29-1125	Recreational Therapists	25	100	5	None	ST OJT		\$32,163
21-1021	Child, Family, and School Social Workers	1496	5400	5	None	ST OJT		\$31,736
29-9099	Healthcare Practitioners and Technical Workers, All Other	79	350	5	None	None		\$31,540
49-2022	Telecommunications Equipment Installers and Repairers,	294	360	5	None	None		\$31,225
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	230	640	5	None	LT OJT		\$30,653
29-2092	Hearing Aid Specialists	22	80	5	None	ST OJT		\$30,172
29-2072	Medical Records Specialists	431	1710	5	None	None		\$28,240
47-5051	Rock Splitters, Quarry	11	20	5	None	LT OJT		\$28,164
47-5071	Roustabouts, Oil and Gas	13	30	5	None	LT OJT		\$28,161
53-1041	Aircraft Cargo Handling Supervisors	37	130	5	None	ST OJT		\$27,543
53-3052	Bus Drivers, Transit and Intercity	756	1230	5	None	ST OJT		\$25,723
31-9093	Medical Equipment Preparers	278	510	5	None	None		\$25,640
47-5081	Helpers--Extraction Workers	18	30	5	None	LT OJT		\$25,187
51-4041	Machinists	760	1230	5	None	None		\$23,113
29-9093	Surgical Assistants	16	70	5	None	None		\$22,961
49-2011	Computer, Automated Teller, and Office Machine Repairers	187	280	5	None	None		\$22,945
47-5099	Extraction Workers, All Other	7	10	5	None	LT OJT		\$21,052
49-9061	Camera and Photographic Equipment Repairers	3	10	5	<5 years	None		\$20,364
39-6012	Concierges	205	350	5	None	None		\$18,873
39-7018	Tour and Travel Guides	367	580	5	None	None		\$17,872
39-5093	Shampoosers	17	40	5	None	None		\$17,871

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

Exhibit A-5

Projected Occupational Openings 2022-2028 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
39-6011	Baggage Porters and Bellhops	201	370	5	None	None	\$17,526
51-9192	Cleaning, Washing, and Metal Pickling Equipment Operators	39	70	5	None	ST OJT	\$17,312
39-5094	Skincare Specialists	519	1070	5	None	None	\$17,207
39-5011	Barbers	43	140	5	None	ST OJT	\$16,733
39-5092	Manicurists and Pedicurists	1397	3440	5	None	None	\$16,313
27-2011	Actors	1174	1960	5	None	None	\$15,957
29-1243	Pediatric Surgeons	0	0	4	None	None	-
47-5049	Underground Mining Machine Operators, All Other	0	0	4	None	None	-
47-5043	Roof Bolters, Mining	0	0	4	None	MT OJT	-
11-9041	Architectural and Engineering Managers	428	1230	4	<5 years	None	\$81,650
19-3041	Sociologists	10	30	4	None	None	\$71,383
17-2151	Mining and Geological Engineers, Including Mining Safety	3	10	4	None	None	\$69,954
19-3011	Economists	23	110	4	None	MT OJT	\$68,221
29-1124	Radiation Therapists	10	60	4	None	ST OJT	\$62,323
17-2071	Electrical Engineers	297	950	4	None	None	\$61,702
17-2111	Health and Safety Engineers, Except Mining Safety Engineers	25	90	4	None	None	\$61,216
17-2121	Marine Engineers and Naval Architects	2	10	4	None	None	\$60,400
17-2072	Electronics Engineers, Except Computer	173	480	4	None	None	\$60,120
17-2171	Petroleum Engineers	16	60	4	None	None	\$60,068
17-2161	Nuclear Engineers	10	40	4	None	None	\$59,467
19-3033	Clinical and Counseling Psychologists	125	750	4	None	None	\$58,698
19-3032	Industrial-Organizational Psychologists	9	40	4	None	MT OJT	\$57,255
19-2043	Hydrologists	13	40	4	None	MT OJT	\$53,178
17-2199	Engineers, All Other	336	1060	4	None	None	\$50,702
29-2032	Diagnostic Medical Sonographers	115	590	4	None	None	\$50,371
17-2141	Mechanical Engineers	312	1020	4	None	None	\$50,000
19-3051	Urban and Regional Planners	124	410	4	None	None	\$49,904
29-1123	Physical Therapists	292	1820	4	None	ST OJT	\$49,292
17-2112	Industrial Engineers	344	1100	4	None	None	\$48,890
17-2131	Materials Engineers	42	110	4	None	None	\$48,746
19-3034	School Psychologists	163	710	4	None	None	\$48,638
39-5091	Makeup Artists, Theatrical and Performance	183	200	4	None	LT OJT	\$47,644
17-2081	Environmental Engineers	121	430	4	None	None	\$41,655
25-4022	Librarians and Media Collections Specialists	246	730	4	None	None	\$38,452
13-2099	Financial Specialists, All Other	273	1090	4	None	None	\$36,735
19-3022	Survey Researchers	18	60	4	None	MT OJT	\$35,795
29-1291	Acupuncturists	29	140	4	None	None	\$32,674
29-2055	Surgical Technologists	181	810	4	None	None	\$32,121
15-1232	Computer User Support Specialists	1048	3650	4	None	None	\$31,830
29-2061	Licensed Practical and Licensed Vocational Nurses	1854	6370	4	<5 years	None	\$30,843
29-9091	Athletic Trainers	33	170	4	None	None	\$30,363
51-8099	Plant and System Operators, All Other	23	50	4	None	MT OJT	\$28,938
43-9111	Statistical Assistants	9	20	4	None	ST OJT	\$27,170
29-2053	Psychiatric Technicians	239	880	4	None	None	\$24,601
49-9011	Mechanical Door Repairers	24	90	4	None	MT OJT	\$24,404
29-2056	Veterinary Technologists and Technicians	231	860	4	None	None	\$23,446
29-2099	Health Technologists and Technicians, All Other	451	1950	4	None	MT OJT	\$23,048
29-2052	Pharmacy Technicians	995	2160	4	None	None	\$22,959
29-2057	Ophthalmic Medical Technicians	94	240	4	None	None	\$22,802
29-2081	Opticians, Dispensing	179	510	4	None	None	\$22,418

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

**Exhibit A-5
Projected Occupational Openings 2022-2028 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
31-9097	Phlebotomists	459	880	4	None	None	\$21,670
51-9123	Painting, Coating, and Decorating Workers	32	70	4	None	LT OJT	\$20,316
21-1019	Counselors, All Other	656	1810	4	None	None	\$18,678
29-2051	Dietetic Technicians	124	290	4	None	None	\$18,358
31-9095	Pharmacy Aides	559	540	4	None	None	\$18,324
15-2099	Mathematical Science Occupations, All Other	0	0	3	None	None	-
17-2021	Agricultural Engineers	0	0	3	None	None	-
29-1024	Prosthodontists	0	0	3	None	None	-
29-1211	Anesthesiologists	42	350	3	None	I/R	\$159,976
29-1249	Surgeons, All Other	14	150	3	None	None	\$107,669
11-1011	Chief Executives	571	1700	3	≥5 years	None	\$107,411
29-1029	Dentists, All Other Specialists	2	20	3	None	None	\$101,096
29-1023	Orthodontists	3	30	3	None	None	\$94,338
11-3021	Computer and Information Systems Managers	1144	4400	3	≥5 years	None	\$82,997
15-1221	Computer and Information Research Scientists	39	160	3	≥5 years	None	\$81,993
11-3031	Financial Managers	1832	7510	3	≥5 years	None	\$78,044
11-9121	Natural Sciences Managers	114	350	3	≥5 years	None	\$77,414
11-2021	Marketing Managers	1123	3290	3	≥5 years	None	\$71,431
29-1051	Pharmacists	367	1990	3	None	MT OJT	\$69,279
27-3011	Broadcast Announcers and Radio Disc Jockeys	246	440	3	None	None	\$67,775
29-1021	Dentists, General	162	1150	3	None	None	\$67,646
11-3061	Purchasing Managers	149	400	3	≥5 years	None	\$67,216
29-1071	Physician Assistants	246	1530	3	None	ST OJT	\$66,981
15-1252	Software Developers	2086	9740	3	None	I/R	\$65,727
17-2011	Aerospace Engineers	204	670	3	None	None	\$65,697
11-2032	Public Relations Managers	153	640	3	≥5 years	None	\$65,600
15-2021	Mathematicians	3	10	3	None	None	\$64,947
27-1011	Art Directors	599	1550	3	None	I/R	\$64,116
11-2011	Advertising and Promotions Managers	121	350	3	<5 years	None	\$64,056
11-3111	Compensation and Benefits Managers	29	110	3	≥5 years	None	\$63,835
11-9032	Education Administrators, Kindergarten through Secondary	413	1850	3	<5 years	None	\$62,901
27-1014	Special Effects Artists and Animators	1134	2370	3	None	I/R	\$62,816
15-1212	Information Security Analysts	170	810	3	None	None	\$61,952
29-1041	Optometrists	68	590	3	<5 years	ST OJT	\$60,848
11-3131	Training and Development Managers	116	370	3	None	MT OJT	\$60,076
11-2022	Sales Managers	1809	4990	3	<5 years	None	\$59,589
15-2011	Actuaries	14	80	3	None	None	\$58,473
15-1241	Computer Network Architects	169	680	3	None	None	\$58,440
17-2061	Computer Hardware Engineers	102	340	3	None	None	\$55,368
11-2033	Fundraising Managers	66	340	3	<5 years	None	\$55,265
11-1021	General and Operations Managers	5855	18370	3	<5 years	None	\$54,857
15-2041	Statisticians	37	190	3	None	None	\$54,494
19-3039	Psychologists, All Other	19	90	3	None	MT OJT	\$54,447
15-1211	Computer Systems Analysts	622	2460	3	<5 years	None	\$54,005
11-9033	Education Administrators, Postsecondary	564	2670	3	≥5 years	None	\$52,469
27-1019	Artists and Related Workers, All Other	51	120	3	None	I/R	\$52,108
27-2012	Producers and Directors	2873	7280	3	<5 years	None	\$52,055
11-3012	Administrative Services Managers	786	2610	3	≥5 years	None	\$51,887
15-1253	Software Quality Assurance Analysts and Testers	286	1140	3	None	I/R	\$51,458
19-2099	Physical Scientists, All Other	27	100	3	None	None	\$51,144

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

Exhibit A-5

Projected Occupational Openings 2022-2028 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
15-2051	Data Scientists	328	1590	3	None	None	\$50,338
29-1127	Speech-Language Pathologists	258	1360	3	None	None	\$50,302
13-2054	Financial Risk Specialists	74	290	3	None	MT OJT	\$50,191
27-3041	Editors	874	1670	3	None	None	\$50,037
17-2041	Chemical Engineers	9	40	3	None	None	\$49,993
15-1242	Database Administrators	111	490	3	None	LT OJT	\$49,851
19-1021	Biochemists and Biophysicists	40	100	3	None	None	\$49,791
17-2051	Civil Engineers	475	1760	3	None	None	\$49,533
11-3013	Facilities Managers	330	1110	3	≥5 years	None	\$49,326
13-1075	Labor Relations Specialists	211	630	3	None	None	\$49,256
11-3071	Transportation, Storage, and Distribution Managers	670	1880	3	≥5 years	None	\$48,438
19-4092	Forensic Science Technicians	111	260	3	None	MT OJT	\$48,307
13-2031	Budget Analysts	98	360	3	None	MT OJT	\$48,191
17-1012	Landscape Architects	31	100	3	None	None	\$47,953
15-1244	Network and Computer Systems Administrators	371	1530	3	None	None	\$47,703
19-1029	Biological Scientists, All Other	123	370	3	None	None	\$47,674
13-2052	Personal Financial Advisors	585	2930	3	None	MT OJT	\$47,664
17-1021	Cartographers and Photogrammetrists	13	60	3	None	None	\$47,508
13-1082	Project Management Specialists	1665	5520	3	<5 years	None	\$47,467
13-2051	Financial and Investment Analysts	465	1850	3	None	MT OJT	\$47,254
17-2031	Bioengineers and Biomedical Engineers	30	90	3	None	None	\$47,217
17-1022	Surveyors	43	200	3	None	None	\$47,209
29-1299	Healthcare Diagnosing or Treating Practitioners, All Other	6	40	3	None	None	\$47,199
27-3042	Technical Writers	81	240	3	None	None	\$47,176
19-2041	Environmental Scientists and Specialists, Including Health	124	410	3	None	None	\$46,676
25-9021	Farm and Home Management Educators	6	20	3	None	I/R	\$46,312
15-1299	Computer Occupations, All Other	1015	3770	3	None	None	\$46,310
15-1254	Web Developers	138	610	3	None	None	\$46,178
19-1022	Microbiologists	29	80	3	None	None	\$45,972
11-9131	Postmasters and Mail Superintendents	6	20	3	≥5 years	None	\$44,899
17-1011	Architects, Except Landscape and Naval	309	1660	3	None	None	\$44,707
27-3092	Court Reporters and Simultaneous Captioners	48	140	3	None	None	\$44,666
13-2081	Tax Examiners and Collectors, and Revenue Agents	89	320	3	None	None	\$44,474
19-5011	Occupational Health and Safety Specialists	300	710	3	None	None	\$43,597
19-2042	Geoscientists, Except Hydrologists and Geographers	40	130	3	None	None	\$41,387
13-2061	Financial Examiners	93	380	3	None	None	\$41,018
13-2028	Property Appraisers and Assessors	139	480	3	None	MT OJT	\$40,857
27-1027	Set and Exhibit Designers	146	400	3	None	None	\$40,646
13-1111	Management Analysts	2004	6300	3	None	None	\$40,533
15-2031	Operations Research Analysts	128	570	3	None	None	\$40,320
19-1012	Food Scientists and Technologists	36	110	3	None	None	\$39,862
13-1031	Claims Adjusters, Examiners, and Investigators	302	700	3	None	None	\$39,647
13-2011	Accountants and Auditors	3513	13180	3	None	None	\$39,200
29-1128	Exercise Physiologists	4	20	3	None	None	\$39,067
27-1021	Commercial and Industrial Designers	122	340	3	None	I/R	\$39,035
31-2021	Physical Therapist Assistants	383	720	3	None	None	\$38,755
13-1081	Logisticians	562	1610	3	None	None	\$38,426
19-4044	Hydrologic Technicians	4	10	3	None	ST OJT	\$38,348
19-1023	Zoologists and Wildlife Biologists	17	70	3	None	None	\$38,154
17-3022	Civil Engineering Technologists and Technicians	103	250	3	None	None	\$38,114

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

**Exhibit A-5
Projected Occupational Openings 2022-2028 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
13-1041	Compliance Officers	976	3030	3	None	None	\$38,078
17-3031	Surveying and Mapping Technicians	70	180	3	None	None	\$38,066
19-1013	Soil and Plant Scientists	12	50	3	None	None	\$37,810
31-2011	Occupational Therapy Assistants	199	370	3	None	ST OJT	\$37,770
15-1255	Web and Digital Interface Designers	340	1250	3	<5 years	None	\$37,236
13-2041	Credit Analysts	137	380	3	None	MT OJT	\$37,067
19-2031	Chemists	155	410	3	None	None	\$36,817
17-3026	Industrial Engineering Technologists and Technicians	56	100	3	None	None	\$36,767
11-9151	Social and Community Service Managers	742	2830	3	<5 years	None	\$36,726
25-4012	Curators	46	170	3	<5 years	None	\$36,696
13-1051	Cost Estimators	475	1190	3	None	None	\$36,555
17-3025	Environmental Engineering Technologists and Technicians	29	70	3	None	None	\$36,525
13-1071	Human Resources Specialists	1874	5390	3	<5 years	None	\$36,335
13-1141	Compensation, Benefits, and Job Analysis Specialists	195	680	3	None	LT OJT	\$36,253
13-1028	Buyers and Purchasing Agents	1152	2280	3	None	MT OJT	\$35,890
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	171	520	3	None	I/R	\$35,796
25-9031	Instructional Coordinators	310	1190	3	None	I/R	\$35,593
27-4032	Film and Video Editors	694	1670	3	<5 years	None	\$35,142
19-2032	Materials Scientists	7	20	3	None	None	\$35,051
27-2032	Choreographers	101	230	3	≥5 years	None	\$34,896
13-1199	Business Operations Specialists, All Other	3819	10940	3	None	None	\$34,889
17-3013	Mechanical Drafters	66	130	3	None	None	\$34,880
29-1031	Dietitians and Nutritionists	225	1030	3	<5 years	None	\$34,805
27-4011	Audio and Video Technicians	342	840	3	<5 years	None	\$34,704
27-1024	Graphic Designers	961	2730	3	None	I/R	\$34,679
13-1161	Market Research Analysts and Marketing Specialists	2777	8170	3	None	None	\$33,948
17-3027	Mechanical Engineering Technologists and Technicians	79	140	3	None	None	\$33,800
13-1151	Training and Development Specialists	746	2210	3	None	None	\$33,330
13-1032	Insurance Appraisers, Auto Damage	6	20	3	None	None	\$33,057
17-3012	Electrical and Electronics Drafters	38	80	3	None	None	\$32,902
17-3023	Electrical and Electronic Engineering Technologists and Technicians	249	420	3	None	None	\$32,808
27-4014	Sound Engineering Technicians	279	670	3	None	None	\$32,279
11-9072	Entertainment and Recreation Managers, Except Gambling	217	620	3	None	None	\$31,487
13-1131	Fundraisers	190	930	3	None	None	\$31,468
17-3029	Engineering Technologists and Technicians, Except Drafters,	186	360	3	None	None	\$30,840
27-3023	News Analysts, Reporters, and Journalists	231	520	3	None	None	\$30,790
19-1031	Conservation Scientists	18	80	3	None	None	\$30,655
27-3091	Interpreters and Translators	133	380	3	None	None	\$30,464
13-2072	Loan Officers	539	1650	3	None	None	\$30,365
17-3024	Electro-Mechanical and Mechatronics Technologists and Technicians	28	50	3	None	None	\$30,263
41-9022	Real Estate Sales Agents	343	1310	3	None	MT OJT	\$29,953
11-9081	Lodging Managers	119	280	3	≥5 years	None	\$29,677
29-2043	Paramedics	45	320	3	None	None	\$29,392
13-2071	Credit Counselors	45	200	3	<5 years	None	\$29,098
31-9011	Massage Therapists	610	1500	3	None	None	\$28,930
19-4043	Geological Technicians, Except Hydrologic Technicians	4	10	3	None	None	\$28,555
11-1031	Legislators	39	160	3	<5 years	None	\$28,055
53-1047	First-Line Supervisors of Transportation and Material Moving	1880	4300	3	None	None	\$27,463
29-2018	Clinical Laboratory Technologists and Technicians	513	1940	3	None	None	\$27,024
25-9099	Educational Instruction and Library Workers, All Other	896	3010	3	<5 years	I/R	\$26,129

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SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
19-4042	Environmental Science and Protection Technicians, Including	124	290	3	None	None	\$25,457
27-1012	Craft Artists	41	130	3	None	I/R	\$24,771
17-3019	Drafters, All Other	55	110	3	None	None	\$24,771
13-2082	Tax Preparers	450	1510	3	None	None	\$24,582
19-4099	Life, Physical, and Social Science Technicians, All Other	302	570	3	<5 years	None	\$24,175
19-4031	Chemical Technicians	187	280	3	None	None	\$23,302
19-4013	Food Science Technicians	78	140	3	None	None	\$23,264
25-4031	Library Technicians	433	610	3	None	I/R	\$21,405
51-9083	Ophthalmic Laboratory Technicians	97	140	3	<5 years	MT OJT	\$21,041
31-1132	Orderlies	229	370	3	None	ST OJT	\$20,766
27-2091	Disc Jockeys, Except Radio	34	150	3	None	MT OJT	\$20,402
11-9013	Farmers, Ranchers, and Other Agricultural Managers	71	130	3	<5 years	None	\$19,430
25-9045	Teaching Assistants, Except Postsecondary	3995	9610	3	None	I/R	\$19,024
43-2011	Switchboard Operators, Including Answering Service	171	310	3	None	MT OJT	\$18,714
41-9011	Demonstrators and Product Promoters	280	380	3	None	MT OJT	\$18,626
25-9044	Teaching Assistants, Postsecondary	592	1820	3	None	I/R	\$18,373
27-1023	Floral Designers	116	260	3	None	I/R	\$18,358
25-3041	Tutors	2948	5710	3	None	None	\$17,581
45-2099	Agricultural Workers, All Other	49	70	3	None	MT OJT	\$17,485
45-2041	Graders and Sorters, Agricultural Products	37	60	3	None	None	\$16,793
31-2022	Physical Therapist Aides	273	360	3	None	None	\$16,595
41-2011	Cashiers	18483	17300	3	None	None	\$16,137
45-2091	Agricultural Equipment Operators	49	80	3	None	None	\$15,863
13-1074	Farm Labor Contractors	0	0	3	None	None	\$0
27-2021	Athletes and Sports Competitors	21	60	2	≥5 years	None	\$170,747
29-1241	Ophthalmologists, Except Pediatric	11	100	2	None	None	\$95,765
29-2036	Medical Dosimetrists	2	10	2	None	None	\$84,147
19-1099	Life Scientists, All Other	22	100	2	None	I/R	\$78,827
19-3094	Political Scientists	4	20	2	None	I/R	\$76,438
19-2012	Physicists	14	60	2	None	None	\$68,111
15-1243	Database Architects	48	200	2	None	None	\$66,295
29-2033	Nuclear Medicine Technologists	16	80	2	None	None	\$62,537
11-9021	Construction Managers	502	1680	2	≥5 years	None	\$55,240
29-1292	Dental Hygienists	462	1440	2	None	None	\$51,116
29-2035	Magnetic Resonance Imaging Technologists	37	170	2	None	None	\$50,777
15-1251	Computer Programmers	155	480	2	None	None	\$50,089
25-2022	Middle School Teachers, Except Special and	703	3080	2	<5 years	None	\$46,577
19-1041	Epidemiologists	14	90	2	None	None	\$46,300
19-2021	Atmospheric and Space Scientists	17	60	2	None	None	\$45,034
19-3099	Social Scientists and Related Workers, All Other	37	140	2	None	None	\$43,687
29-2034	Radiologic Technologists and Technicians	267	1330	2	None	None	\$42,134
25-2052	Special Education Teachers, Kindergarten and Elementary	317	1310	2	None	None	\$41,475
25-2057	Special Education Teachers, Middle School	103	430	2	None	None	\$41,299
25-3099	Teachers and Instructors, All Other	510	1290	2	None	None	\$38,305
19-1032	Foresters	13	40	2	None	None	\$37,617
19-3093	Historians	3	10	2	None	I/R	\$37,223
27-1025	Interior Designers	266	790	2	None	None	\$36,289
19-3092	Geographers	3	10	2	None	None	\$34,453
27-1029	Designers, All Other	108	300	2	None	None	\$33,052
11-9031	Education and Childcare Administrators, Preschool and	146	510	2	≥5 years	None	\$29,743

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

Exhibit A-5

Projected Occupational Openings 2022-2028 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
25-4013	Museum Technicians and Conservators	38	140	2	None	None	\$28,617
19-4021	Biological Technicians	117	240	2	None	None	\$28,493
27-2022	Coaches and Scouts	826	2440	2	≥5 years	None	\$23,752
19-4071	Forest and Conservation Technicians	58	120	2	None	None	\$21,559
19-4012	Agricultural Technicians	33	60	2	None	None	\$20,634
27-1026	Merchandise Displayers and Window Trimmers	648	1120	2	None	None	\$19,080
31-1131	Nursing Assistants	5134	9450	2	None	I/R	\$18,660
29-2042	Emergency Medical Technicians	282	1210	2	None	None	\$16,959
19-2011	Astronomers	0	10	2	None	None	\$0
29-1213	Dermatologists	5	40	1	None	None	\$200,508
29-1224	Radiologists	8	80	1	None	I/R	\$179,748
29-1223	Psychiatrists	46	460	1	None	I/R	\$164,091
29-1212	Cardiologists	18	150	1	None	None	\$154,755
29-1242	Orthopedic Surgeons, Except Pediatric	31	270	1	None	None	\$143,676
29-1217	Neurologists	25	200	1	None	I/R	\$138,806
29-1151	Nurse Anesthetists	18	140	1	None	None	\$136,183
29-1214	Emergency Medicine Physicians	21	210	1	None	None	\$127,298
29-1218	Obstetricians and Gynecologists	19	170	1	None	I/R	\$126,664
29-1229	Physicians, All Other	101	1000	1	None	I/R	\$120,044
29-1215	Family Medicine Physicians	63	620	1	None	None	\$105,607
29-1222	Physicians, Pathologists	14	130	1	None	I/R	\$104,897
29-1221	Pediatricians, General	31	280	1	None	I/R	\$87,841
23-1011	Lawyers	1249	12600	1	None	None	\$87,007
29-1216	General Internal Medicine Physicians	45	420	1	None	I/R	\$84,591
29-1161	Nurse Midwives	10	60	1	None	I/R	\$84,387
29-1171	Nurse Practitioners	268	2130	1	None	None	\$74,246
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	22	150	1	None	None	\$62,532
29-1141	Registered Nurses	5041	23740	1	None	None	\$62,411
29-1131	Veterinarians	70	680	1	None	None	\$61,934
23-1023	Judges, Magistrate Judges, and Magistrates	18	120	1	None	None	\$60,200
23-1022	Arbitrators, Mediators, and Conciliators	17	140	1	None	None	\$58,339
25-2012	Kindergarten Teachers, Except Special Education	194	540	1	None	None	\$52,170
19-1042	Medical Scientists, Except Epidemiologists	208	1000	1	None	I/R	\$51,401
25-1099	Postsecondary Teachers	4849	18550	1	None	None	\$51,158
19-1011	Animal Scientists	4	10	1	None	None	\$50,794
21-1092	Probation Officers and Correctional Treatment Specialists	358	1240	1	None	None	\$47,680
25-2058	Special Education Teachers, Secondary School	164	700	1	None	None	\$47,083
25-2021	Elementary School Teachers, Except Special Education	2435	10440	1	<5 years	None	\$46,145
25-2032	Career/Technical Education Teachers, Secondary School	31	160	1	None	None	\$46,056
29-1181	Audiologists	25	120	1	None	I/R	\$42,899
25-3011	Adult Basic Education, Adult Secondary Education, and	92	200	1	None	None	\$41,635
17-3021	Aerospace Engineering and Operations Technologists and	53	100	1	None	None	\$40,208
25-2031	Secondary School Teachers, Except Special and	1412	6730	1	None	None	\$39,470
25-2051	Special Education Teachers, Preschool	24	110	1	None	None	\$39,093
23-1012	Judicial Law Clerks	55	230	1	None	None	\$37,844
25-2059	Special Education Teachers, All Other	200	860	1	None	None	\$35,956
23-2011	Paralegals and Legal Assistants	1418	5530	1	None	None	\$35,356
29-2031	Cardiovascular Technologists and Technicians	96	380	1	None	None	\$32,322
21-1091	Health Education Specialists	187	540	1	None	None	\$32,011
21-2011	Clergy	132	480	1	None	None	\$31,987

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

Exhibit A-5

Projected Occupational Openings 2022-2028 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
23-2093	Title Examiners, Abstractors, and Searchers	121	430	1	None	None	\$31,930
21-2021	Directors, Religious Activities and Education	135	420	1	None	None	\$31,367
21-1012	Educational, Guidance, and Career Counselors and Advisors	789	3340	1	None	None	\$30,804
23-2099	Legal Support Workers, All Other	296	830	1	None	None	\$30,737
25-4011	Archivists	65	140	1	None	None	\$30,568
19-5012	Occupational Health and Safety Technicians	41	90	1	None	None	\$30,419
21-1029	Social Workers, All Other	132	480	1	None	None	\$29,668
21-1013	Marriage and Family Therapists	674	2580	1	<5 years	ST OJT	\$25,151
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health	1021	3640	1	≥5 years	ST OJT	\$24,457
25-3021	Self-Enrichment Teachers	1313	4180	1	None	None	\$23,669
25-3031	Substitute Teachers, Short-Term	2131	5050	1	None	None	\$23,148
17-3028	Calibration Technologists and Technicians	18	40	1	None	None	\$23,091
21-1094	Community Health Workers	317	940	1	None	None	\$22,939
21-2099	Religious Workers, All Other	36	90	1	None	None	\$22,510
21-1093	Social and Human Service Assistants	2031	5940	1	None	None	\$22,386
21-1099	Community and Social Service Specialists, All Other	427	1270	1	None	None	\$21,499
25-2011	Preschool Teachers, Except Special Education	1569	3820	1	None	None	\$18,369
21-1015	Rehabilitation Counselors	247	870	1	<5 years	MT OJT	\$17,116
25-2023	Career/Technical Education Teachers, Middle School	0	10	1	None	None	\$0
51-4062	Patternmakers, Metal and Plastic	9	0	8	None	ST OJT	-
45-4023	Log Graders and Scalers	3	0	8	None	ST OJT	-
47-5011	Derrick Operators, Oil and Gas	3	0	8	None	ST OJT	-
49-9097	Signal and Track Switch Repairers	0	0	8	None	ST OJT	-
51-7031	Model Makers, Wood	0	0	8	None	ST OJT	-
53-5031	Ship Engineers	67	180	-	-	-	\$57,446
53-6041	Traffic Technicians	12	30	-	-	-	\$32,129
53-7041	Hoist and Winch Operators	5	10	-	-	-	\$30,145
53-6051	Transportation Inspectors	71	240	-	-	-	\$29,698
53-7081	Refuse and Recyclable Material Collectors	411	800	-	-	-	\$27,614
53-7071	Gas Compressor and Gas Pumping Station Operators	4	10	-	-	-	\$26,947
53-7121	Tank Car, Truck, and Ship Loaders	29	70	-	-	-	\$26,933
53-7021	Crane and Tower Operators	287	760	-	-	-	\$26,542
53-6011	Bridge and Lock Tenders	4	10	-	-	-	\$25,491
53-7072	Pump Operators, Except Wellhead Pumpers	12	30	-	-	-	\$25,238
53-6099	Transportation Workers, All Other	42	130	-	-	-	\$21,087
53-7051	Industrial Truck and Tractor Operators	1631	3770	-	-	-	\$20,570
53-7063	Machine Feeders and Offbearers	168	190	-	-	-	\$18,542
53-6061	Passenger Attendants	141	310	-	-	-	\$18,280
53-6032	Aircraft Service Attendants	212	590	-	-	-	\$18,045
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	11561	19040	-	-	-	\$17,296
53-7065	Stockers and Order Fillers	11569	15440	-	-	-	\$17,271
53-7011	Conveyor Operators and Tenders	47	100	-	-	-	\$17,213
53-6021	Parking Attendants	1080	1940	-	-	-	\$17,069
53-6031	Automotive and Watercraft Service Attendants	313	480	-	-	-	\$17,064
53-7064	Packers and Packagers, Hand	2901	3670	-	-	-	\$16,492
53-7061	Cleaners of Vehicles and Equipment	1594	3140	-	-	-	\$16,172
53-7199	Material Moving Workers, All Other	293	640	-	-	-	\$16,129
53-7073	Wellhead Pumpers	3	0	-	-	-	-
53-7031	Dredge Operators	2	0	-	-	-	-

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



LAEDC

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4.

DATE: October 1, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: Presentation by California State University, Northridge on its Evaluation of the Current WorkSource Center System and Recommendations

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- ▣ Item 4 - CSUN WSC Evaluation Report (Draft Sept. 2024) & Appendices

CITY OF LOS ANGELES WORKSOURCE SYSTEM EVALUATION

DRAFT Report

EXECUTIVE SUMMARY

The City of Los Angeles' WorkSource System, a network of centers providing employment and training services, is dedicated to building a more equitable and inclusive workforce. This report presents a comprehensive evaluation of the system's current structure, operations, and performance to identify opportunities for further enhancement and growth.

The evaluation highlights the WorkSource System's numerous strengths, including consistently meeting performance targets and providing comprehensive services through dedicated staff. These strengths serve as a robust foundation for the system's continued success and impact.

Building upon this solid groundwork, the report identifies several areas where the WorkSource System can expand its reach and effectiveness. These opportunities include optimizing funding allocation, supporting staff development and retention, increasing access through strategic locations and technology, strengthening partnerships, customizing services to diverse job seeker needs, and aligning performance goals with meaningful outcomes.

Guided by an evaluation framework encompassing funding, staff management, location, stakeholder engagement, service delivery, and performance evaluation, the report offers actionable recommendations to capitalize on these opportunities:

- ✦ ***Optimize investments in service quality by strategically allocating resources***
- ✦ ***Support staff retention by ensuring competitive wages for program staff***
- ✦ ***Increase virtual service access through an innovative City AJCC-LA app***
- ✦ ***Strengthen partnerships with major employers in each service area***
- ✦ ***Prioritize meaningful outcomes by focusing on impact alongside enrollment***
- ✦ ***Customize services to diverse job seeker needs through specialized programs***
- ✦ ***Foster continuous improvement by refining evaluation processes to incorporate flexible, population-specific goals***

As the local economy and labor market continue to evolve, it is crucial to regularly assess the WorkSource System to ensure its ongoing responsiveness to changing needs and conditions. Implementing these recommendations will involve the collaborative efforts and resources of all stakeholders. By continuing to prioritize the needs of vulnerable populations, encouraging innovation and continuous improvement, and aligning goals with meaningful impact, Los Angeles can further enhance its workforce system to promote economic mobility and reduce labor market inequities.

The City's leadership remains committed to expanding opportunity for all Angelenos, setting a high standard for excellence in workforce development nationwide. The WorkSource System's ongoing evolution is an opportunity to build upon its strengths, seize emerging opportunities, and explore new possibilities for Los Angeles' diverse workforce. Embracing this moment with enthusiasm and determination will contribute to a brighter, more prosperous future for the City's workers, businesses, and communities.

INTRODUCTION

The City of Los Angeles, a dynamic and diverse metropolis, is home to a vibrant workforce that serves as the foundation of its thriving economy. With a labor force of over 2 million individuals, the City's economic landscape is characterized by a mix of high-growth industries, such as technology, healthcare, and entertainment, alongside traditional sectors like manufacturing and trade. However, despite the region's overall economic strength, significant disparities persist in access to quality jobs and economic opportunities, particularly for historically underserved communities and those facing barriers to employment.

To address these challenges and build a more equitable and inclusive workforce, the City of Los Angeles has established the WorkSource System, a comprehensive network of WorkSource Centers (WSCs) that provide a wide range of employment and training services to job seekers and employers. The WorkSource System operates under the shared vision of the Mayor, the City Council, the Local Workforce Development Board (WDB), and the Economic and Workforce Development Department (EWDD) to leverage the power of the Workforce Development System (WDS) to increase equity and economic opportunity throughout the city.

At the heart of this vision is a commitment to improving the delivery of workforce services in response to ever-changing economic and labor market conditions, with a particular focus on targeting populations that have traditionally been left behind or excluded from economic gains. By aligning workforce development strategies with the needs of high-growth industries and providing tailored support to job seekers facing barriers to employment, the WorkSource System aims to create pathways to living-wage jobs and middle-skill careers for all Angelenos.

The WorkSource System is a critical component of the City's larger WDS, which serves nearly 96,000 individuals annually, with approximately 35,000 receiving comprehensive support. The system currently comprises 14 WSCs, which serve as the primary hubs for delivering employment and training services to adults and dislocated workers ages 18 and above, as well as fourteen YouthSource Centers that serve young people ages 16 through 24. These centers offer a comprehensive array of services, including basic career guidance, individualized career planning, skills training, and direct job placement, all designed to help job seekers acquire the skills and credentials needed to succeed in the modern workforce.

To ensure the WorkSource System remains responsive to the evolving needs of the labor market and effectively serves the City's diverse communities, the WDS has embarked on a comprehensive evaluation and redesign effort guided by the WorkSource System Redesign Committee. This committee, composed of key stakeholders and subject matter experts, is tasked with guiding the priorities, development, and implementation of the WorkSource Redesign Request for Proposal (RFP) in a way that maximizes impact and gives rise to successful outcomes.

The WorkSource System's redesign is grounded in the principles and requirements of the federal Workforce Innovation and Opportunity Act (WIOA), which provides the overarching framework for the nation's public workforce system. WIOA mandates that local workforce development boards, such as the City's WDB, maintain a network of high-quality, effective American Job Centers (known as WorkSource Centers in Los Angeles) that meet rigorous state certification standards, including the Baseline and Hallmarks of Excellence criteria. While the redesign process must adhere to these federal guidelines, it also presents an opportunity to innovate and adapt the WorkSource System to better meet the unique needs of Los Angeles' job seekers, businesses, and communities.

Building upon the progress made since the last WSC Operator Request for Proposal (RFP) was released, the current evaluation and redesign initiative seeks to achieve three primary objectives:

- 1. *Strengthening employer engagement through targeted industry partnerships,***
- 2. *Enhancing services for vulnerable populations through a geographic focus; and***
- 3. *Deepening the integration of services across the workforce development ecosystem to create seamless pathways to economic opportunity***

By leveraging data-driven insights, best practices, and stakeholder input, the City aims to develop a world-class WorkSource System that sets the standard for delivering quality services to job seekers and employers alike, while advancing equity in the workforce and creating economic opportunities for all Angelenos.

As the City of Los Angeles looks to the future, the WorkSource System will play a pivotal role in building a more resilient, inclusive, and equitable economy that works for all. By embracing innovation, collaboration, and a steadfast commitment to empowering its diverse workforce, the city can forge a new path forward, one that ensures every Angeleno has the opportunity to thrive in the face of ever-evolving economic and labor market conditions. This report presents the findings and recommendations from the comprehensive evaluation of the WorkSource System, providing a roadmap for system enhancement and redesign that will help realize this vision and drive meaningful, lasting change for the city's workforce and economy.

This report presents a comprehensive evaluation of the City of Los Angeles' WorkSource System, focusing on its current structure, operations, and performance, as well as the challenges and opportunities for improvement. The report begins with an overview of the City's labor force and labor market to provide context for the evaluation and redesign effort. It then details the evaluation methodology, including data collection methods, sources, and analysis techniques. The report provides an in-depth look at the current system, its alignment with WIOA, and the existing performance evaluation framework. The findings section presents a detailed analysis of the evaluation results, highlighting challenges and opportunities across key areas such as funding, human capital management, service delivery, and stakeholder engagement. Based on these findings, the report offers a set of actionable recommendations for redesigning the WorkSource System, prioritized by impact and feasibility. The report concludes with a summary of key points, the importance of implementing the recommendations, and a call to action for stakeholders to work together in building a more effective, equitable, and responsive workforce development system for the City of Los Angeles.

Before moving to a summary of the Los Angeles labor force and labor market, it is important to set the stage with a brief overview the current system's performance since 2018.

Historically, the City of Los Angeles WorkSource System has performed at a high level for both Adult and Dislocated Worker customer groups, consistently meeting or exceeding many of its targets. This strong track record highlights the system's effectiveness in helping participants achieve positive employment outcomes. The current evaluation of the system aims to build on this solid foundation by identifying opportunities to connect Angelenos to in-demand training and quality jobs, ultimately enhancing their economic stability and career growth.

The table provided showcases the performance of the WorkSource System against the negotiated WIOA performance indicators over the past five years. Each value is a ratio comparing the system's actual

performance to the set targets, with values above 100% indicating that the system surpassed expectations, and values below 100% suggesting areas where the targets were not fully met.

Across the five-year period from 2018 to 2022, the system demonstrated commendable achievements, particularly in employment rates. For instance, in 2022, the employment rate for Adults exceeded targets by 3.6% in Q2 and 11.8% in Q4, while the Dislocated Worker group also surpassed the targets by 6.5% and 12.9% in Q2 and Q4, respectively. This indicates strong support for job placement and retention efforts. Median earnings for both groups also consistently met or exceeded the targets, reflecting the system’s success in not only placing participants in jobs but also helping them secure higher-wage employment opportunities.

Credential attainment rates showed some variability, with a notable dip in 2019, especially for Adults (64.8%), but the system made significant strides in the following years. Measurable Skill Gains, a newer metric introduced to track progress in skills development, saw substantial improvements in 2021, particularly for Dislocated Workers, who achieved 115.1% of their target.

Table.7; WorkSource System.WIOA Performance Indicators (Program Years 2018 to 2022)

ADULTS						
PY	Emp Q2	Emp Q4	Median Earn.	Credential	Skill Gains	% Train-Rel Emp
2018	101.6%	104.0%	111.1%	101.7%		5.0%
2019	98.6%	100.8%	111.3%	64.8%		9.5%
2020	82.4%	87.4%	101.6%	88.8%	118.0%	7.8%
2021	94.4%	87.9%	112.6%	92.6%	135.5%	15.1%
2022	103.6%	111.8%	109.5%	98.5%	110.5%	11.1%

DISLOCATED WORKERS						
PY	Emp Q2	Emp Q4	Median Earn.	Credential	Skill Gains	% Train-Rel Emp
2018	101.5%	108.7%	104.3%	98.6%		3.6%
2019	102.4%	104.5%	109.1%	72.4%		4.5%
2020	79.6%	88.8%	100.2%	101.0%	106.0%	5.5%
2021	88.6%	85.6%	1.0%	113.8%	115.1%	12.5%
2022	106.5%	112.9%	99.0%	100.9%	108.3%	7.4%

These results underscore the system’s robust performance and highlight areas for further enhancement. By continuing to focus on connecting participants to training aligned with high-demand sectors and supporting them in obtaining quality, sustainable employment, the WorkSource System can build on its legacy of success and further support the economic well-being of the city’s residents.

CITY OF LOS ANGELES LABOR FORCE AND LABOR MARKET OVERVIEW

Los Angeles, the largest city in California and the second largest in the United States, serves as a critical economic engine for the region and the nation. With a population of nearly four million residents, the city is home to a wide range of industries, including entertainment, technology, healthcare, and manufacturing. The city’s diverse demographic, labor market, and economic landscape offer valuable insights for public workforce development efforts, particularly within the WorkSource System, which plays a crucial role in connecting job seekers with employment and training opportunities.

This landscape analysis draws upon the most recent data from the 2022 American Community Survey (ACS), Lightcast, and other relevant sources to provide a comprehensive overview of Los Angeles's key

characteristics. By examining demographic trends, labor market shifts, and skill demands, this analysis aims to help the WorkSource System align its strategies and services to meet the unique needs of local job seekers and employers. Ultimately, the goal is to promote economic mobility and create pathways to quality jobs for all Angelenos.

Demographic.Profile

Los Angeles is renowned for its diverse population, with residents from various racial, ethnic, and cultural backgrounds. According to the 2022 ACS data, the city's population is 48.5% Hispanic or Latino, 28.5% White (non-Hispanic), 11.6% Asian, 8.9% Black or African American, and 2.5% from other racial or ethnic groups. This diversity is a significant asset for the city's workforce, bringing a wide range of perspectives, skills, and experiences to the labor market.

The city's population is relatively young, with a median age of 35.9 years, and approximately 43% of the population is in the prime working age group of 25-54 years old. However, educational disparities are evident: while 22.2% of Angelenos hold a bachelor's degree, 20.7% have only a high school diploma, and 11.9% have less than a 9th-grade education. These educational gaps can limit access to high-quality employment opportunities and hinder career advancement.

These disparities underscore the need for the WorkSource System to prioritize equity and inclusion in workforce development. Strategies could include providing targeted outreach to communities with lower educational attainment, offering programs that help job seekers earn high school equivalency credentials, and collaborating with employers to create career pathways that offer opportunities for advancement and wage growth

Labor.Market.and.Industry.Trends

Los Angeles has a diverse and dynamic labor market, with a wide range of industries driving employment and economic growth. From 2018 to 2023, jobs increased by 1.2% in Los Angeles city, CA, from 1,783,069 to 1,803,894. However, this growth fell short of the national growth rate of 4.8% by 3.6% (Lightcast, 2023).

To gain a more detailed understanding of Los Angeles' industrial landscape, Table 2 presents data on the largest industries in the city, comparing their employment levels in 2018 and 2023, as well as earnings per worker in 2023. This data reveals significant shifts in the city's economic composition.

Growth Sectors

Health Care & Social Assistance emerged as the dominant sector, adding 39,305 jobs (11% growth) and remaining the largest employer with 398,620 jobs in 2023. The Professional, Scientific, & Technical Services sector also showed robust growth, increasing by 16,372 jobs (10%).

Declining Sectors

Notably, some traditionally strong sectors experienced declines: Accommodation & Food Services lost 20,662 jobs (-10%), likely due to pandemic-related impacts, while Manufacturing shed 13,277 jobs (-13%). The Information sector, despite modest job growth of 8%, stands out with the third-highest earnings per worker at \$189,168, highlighting the city's strength in high-value tech and media industries.

Emerging Opportunities

Interestingly, while employing relatively few workers, the Utilities sector offers the highest earnings per worker at \$195,785. The data also reveals emerging opportunities in unexpected areas, with Agriculture, Forestry, Fishing & Hunting showing a remarkable 91% growth, albeit from a small base. These trends underscore Los Angeles' evolving economy, with growth in knowledge-based and healthcare sectors offsetting declines in traditional industries, and point to areas where workforce development efforts may need to focus to address shifting labor market demands.

Table.8j: Largest Industries in the City of Los Angeles (2018 and 2023)

Industry	2018 Jobs	2023 Jobs	Change in Jobs	% Change in Jobs	2023 Earnings / Worker
Health Care & Social Assistance	359,314	398,620	39,305	11%	\$68,145
Accommodation & Food Services	209,763	189,101	(20,662)	(10%)	\$39,064
Prof, Sci, & Technical Services	160,060	176,433	16,372	10%	\$145,425
Retail Trade	183,991	174,229	(9,763)	(5%)	\$58,486
Admin, Waste Mgmt & Rem. Serv	111,022	114,631	3,609	3%	\$65,271
Transportation & Warehousing	90,193	95,562	5,369	6%	\$98,604
Information	87,384	94,054	6,670	8%	\$189,168
Manufacturing	105,765	92,487	(13,277)	(13%)	\$112,109
Finance & Insurance	74,698	65,237	(9,462)	(13%)	\$193,372
Educational Services	61,587	64,485	2,899	5%	\$86,942
Government	67,461	63,142	(4,318)	(6%)	\$136,273
Wholesale Trade	70,109	61,173	(8,937)	(13%)	\$97,734
Construction	58,062	60,371	2,309	4%	\$98,265
Arts, Entertainment, & Recreation	47,819	56,579	8,760	18%	\$142,331
Real Estate & Rental & Leasing	49,443	49,929	487	1%	\$97,150
Mgmt of Companies & Enterprises	23,906	25,501	1,596	7%	\$173,842
Other Services (except Public Admin)	18,087	16,842	(1,244)	(7%)	\$61,136
Utilities	3,004	3,547	543	18%	\$195,785
Ag, Forestry, Fishing & Hunting	887	1,696	809	91%	\$69,121
Mining, Quarrying, & Oil & Gas Extract	196	121	(75)	(38%)	\$137,931

To provide a more comprehensive view of employment trends, Table 3 presents job numbers and projections for the City of Los Angeles, California, and the US from 2018 to 2028. This data reveals several key insights into the local, state, and national labor markets. The city experienced a significant job loss in 2020 due to the COVID-19 pandemic, with total employment dropping from 1,803,141 in 2019 to 1,667,275 in 2020, a decrease of 7.5%. This decline was less severe than the state's 7.1% job loss but more pronounced than the national decrease of 6.1%. The city's recovery has been steady, with employment levels surpassing pre-pandemic figures by 2022. Looking ahead, Los Angeles is projected to experience continued job growth, reaching 1,913,711 jobs by 2028, an increase of 6.1% from 2023. However, this growth rate lags both California (7.7%) and the nation (6.6%) over the same period. This slower growth trajectory underscores the need for targeted workforce development strategies to boost job creation and economic competitiveness in Los Angeles. Despite these challenges, the city's diverse economy and strategic initiatives position it to capitalize on emerging opportunities in high-growth sectors, as evidenced by the industry-specific trends discussed below.

Table.9; Number of Jobs in the City of Los Angeles, California, and US

Year	City of LA	California	US
2018	1,783,069	17,355,852	146,131,492
2019	1,803,141	17,631,487	148,104,816
2020	1,667,275	16,378,056	139,103,413
2021	1,713,828	16,974,867	143,779,723
2022	1,806,366	17,903,539	150,025,676
2023	1,803,894	17,991,153	153,087,557
2024	1,833,789	18,378,768	156,108,741
2025	1,859,097	18,703,078	158,544,434
2026	1,881,158	18,982,737	160,568,440
2027	1,900,784	19,229,049	162,286,269
2028	1,913,711	19,382,667	163,170,414

As of 2023, the region's employment is expected to increase by 7.1% between 2023 and 2028, adding 198,734 jobs. This change is less than the state growth rate of 8.2% by 1.1% (Lightcast, 2023).

Current.Labor.Market.Demand

DRAFT

An analysis of job postings data from January 2023 to August 2024 reveals key insights into the current labor market demand in Los Angeles. During this period, there were 19,380 unique job postings, highlighting the most active employers and in-demand occupations in the region.

Healthcare and education institutions dominate the job market, with Keck Medical Center of USC and USC leading at 11% of total postings each, followed by Cedars-Sinai (9%) and Children's Hospital Los Angeles (5%). This concentration of healthcare employers underscores the sector's pivotal role in the local economy and points to a sustained demand for healthcare professionals.

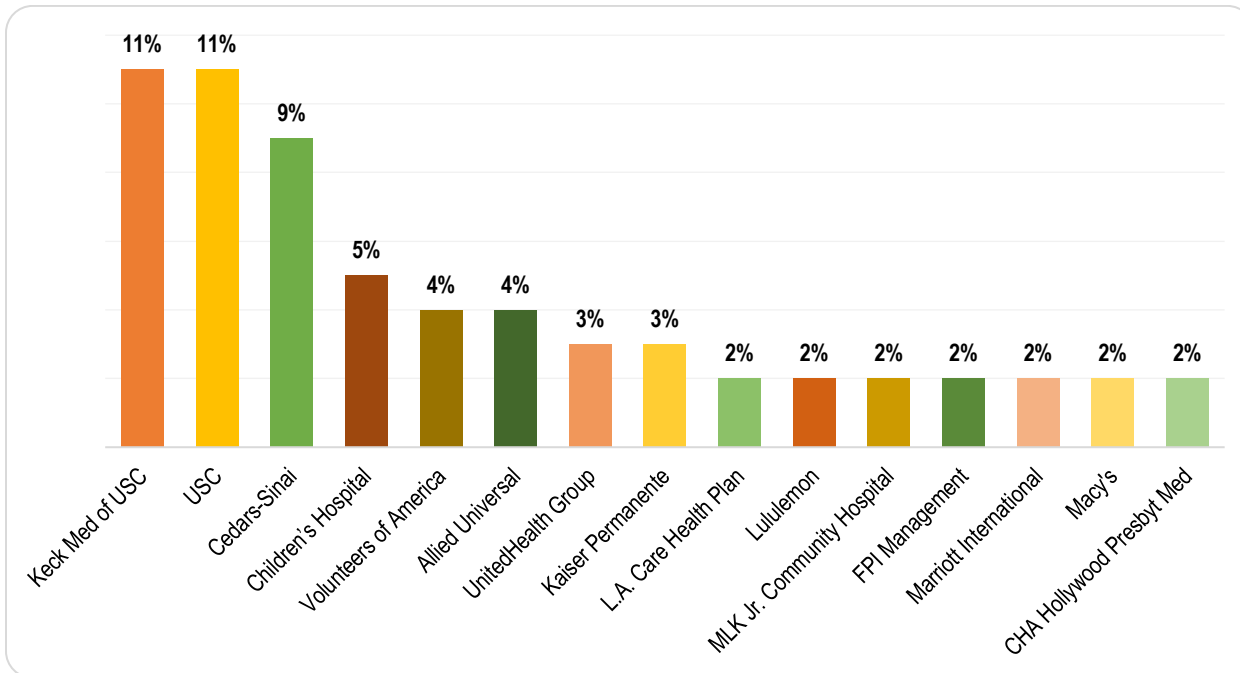
The WorkSource System should respond to these trends by aligning training and education programs with the skills and qualifications that healthcare employers seek. Expanding healthcare-related training programs and forming partnerships with local educational institutions could support career pathways and improve job placement in this sector.

The diversity of top employers, including non-profit organizations (Volunteers of America), security services (Allied Universal), insurance providers (UnitedHealth Group), and retail companies (Lululemon, Macy's), reflects the broad economic landscape of Los Angeles. Despite the prominence of healthcare employers, these varied sectors also contribute significantly to employment opportunities in the region.

This data highlights the critical role of the healthcare and education sectors in driving employment opportunities in Los Angeles. The WorkSource System must prioritize partnerships with these key employers to ensure that training programs are aligned with the skills and qualifications they require.

Overall, this analysis bridges broader industry trends with specific occupational demands, providing a foundation for more detailed discussions on skill requirements and workforce gaps. By leveraging these insights, the WorkSource System can better meet the needs of both job seekers and employers, ensuring a more robust and responsive workforce development strategy.

Figure.7j Top Companies Posting Jobs*



*Note: Min Exp = 0-1 years, Postings mention HS Diploma/GED, full-time positions, non-staffing companies

Occupational Demand and Skill Gaps

The projected growth of occupations in Los Angeles from 2023 to 2028 reflects the city's shifting workforce needs, particularly in healthcare, technology, and social services. These sectors are anticipated to drive job creation, presenting substantial opportunities for workforce development and targeted training initiatives. Understanding these trends is crucial for aligning training programs with market demands and supporting job seekers in navigating an evolving labor landscape.

Healthcare Occupations

Healthcare roles are projected to see significant growth, driven by an aging population and an increasing focus on preventive care. Key positions include:

- *Nurse Practitioners: Expected to add over 2,200 jobs, with a growth rate of 28%. These roles are vital for expanding access to primary care and addressing healthcare shortages. The median hourly wage is \$79.71.*
- *Medical and Health Services Managers: With a 21% growth rate, these professionals will add nearly 3,900 jobs. They play a critical role in managing the operations of healthcare facilities and improving care delivery.*
- *Substance Abuse, Behavioral Disorder, and Mental Health Counselors: Growing by 20%, these roles will add over 4,200 jobs. This increase reflects a rising demand for mental health services and addiction treatment programs.*

Technology and Data-Driven Occupations

As digital transformation accelerates, demand for technology and data roles continues to rise:

- *Information Security Analysts: With a projected growth of 13%, these analysts help organizations protect sensitive information in an increasingly digital world. The median hourly wage is \$60.82.*

- *Data Scientists: Also growing by 13%, Data Scientists are essential for leveraging big data to drive business decisions and innovation. They earn a median hourly wage of \$59.94.*

Social and Community Services

Growth in social and community service roles underscores the expanding need for community-based support:

- *Social and Community Service Managers: Expected to grow by 13%, adding over 1,300 jobs. These managers are crucial for leading programs that support vulnerable populations and improve community well-being.*
- *Mental Health and Substance Abuse Social Workers: Projected to grow by 14%, these roles will add more than 1,000 jobs, reflecting increased investment in community mental health services.*

High-Wage and Specialized Roles

Despite more modest growth rates compared to healthcare and social services, high-wage and specialized roles continue to offer significant economic value:

- *Lawyers: Anticipated to grow by 11%, adding over 4,600 jobs. With a median hourly wage of \$92.94, these positions require advanced education and specialized skills.*
- *Software Developers: Expected to add more than 5,500 jobs, representing a 10% growth rate. They earn a median hourly wage of \$73.77, highlighting the demand for tech talent across industries.*

Automation Risk and Workforce Implications

The automation index for various occupations highlights potential vulnerabilities to technological disruption:

- *High Automation Risk Occupations: Roles such as Refuse and Recyclable Material Collectors and Food Service Managers have high automation risk scores, suggesting these jobs may be impacted by technological advancements.*
- *Low Automation Risk Occupations: Conversely, roles requiring specialized skills and human interaction, such as healthcare practitioners and community service managers, are less likely to be affected by automation.*

Implications for Workforce Development

To mitigate the impact of automation and support job stability, the WorkSource System should focus on:

- *Developing reskilling and upskilling programs for workers in high-risk occupations.*
- *Promoting careers in sectors with lower automation risk, such as healthcare and community services, to ensure long-term job security and economic resilience.*

Overall, the projected growth in these key sectors presents a strategic opportunity for the WorkSource System to align its training and employment services with high-demand occupations. This alignment will equip job seekers with the necessary skills to succeed in a rapidly changing job market.

Table.0; Occupations Projected to Grow (2023 to 2028)

Occupation	'23 Jobs	'28 Jobs	Δ	% Δ	Median Hrly Earn.	Auto. Index
Nurse Practitioners	7,950	10,164	2,214	28	\$79.71	83.2
Medical & Health Services Mgrs	18,729	22,634	3,904	21	\$64.45	75.2

Physical Therapist Assistants	3,337	4,015	678	20	\$36.29	88.1
Physician Assistants	3,667	4,397	730	20	\$77.10	87.8
Substance Abuse, Behav Dis, & Mental Health Couns	21,561	25,799	4,238	20	\$26.71	84.9
Clinical & Counseling Psychologists	4,347	5,131	784	18	\$60.70	85.4
Speech-Language Pathologists	4,707	5,541	834	18	\$52.17	87.5
Occupational Therapists	4,506	5,168	662	15	\$52.62	87.3
Healthcare Social Workers	8,292	9,456	1,164	14	\$44.11	83.5
Mental Health & Subst Abuse Soc Workers	7,444	8,460	1,015	14	\$35.78	81.7
Physical Therapists	9,176	10,404	1,229	13	\$49.97	85.5
Information Security Analysts	4,535	5,138	603	13	\$60.82	86.4
Data Scientists	8,709	9,832	1,123	13	\$59.94	83.4
Social & Community Service Managers	10,297	11,615	1,318	13	\$37.57	85.7
Agents & Business Mgrs of Artists, Perfs, & Athletes	4,463	5,003	540	12	\$52.77	79.6
Fundraisers	3,408	3,810	402	12	\$33.58	85.8
Dental Hygienists	7,757	8,668	911	12	\$58.17	96.8
Aircraft Mechanics & Service Techs	4,674	5,222	548	12	\$38.71	101.2
Flight Attendants	9,960	11,126	1,166	12	\$38.06	97.0
First-Line Sups of Housekeeping & Jan Workers	5,035	5,605	570	11	\$26.59	101.1
Respiratory Therapists	5,254	5,842	588	11	\$47.57	93.2
Paralegals & Legal Assistants	16,271	18,076	1,805	11	\$36.56	89.4
Lawyers	42,677	47,315	4,638	11	\$92.94	81.1
Dietitians & Nutritionists	4,464	4,937	473	11	\$37.96	84.7
Food Service Managers	15,037	16,604	1,566	10	\$30.92	104.4
Refuse & Recyclable Material Collectors	3,534	3,900	366	10	\$28.11	119.7
Chefs & Head Cooks	9,364	10,328	964	10	\$27.91	93.2
Entertainment & Recreation Mgrs	2,743	3,025	282	10	\$36.10	84.5
Diagnostic Medical Sonographers	3,040	3,348	308	10	\$50.11	93.3
Licensed Practical & Licensed Voc Nurses	31,703	34,873	3,170	10	\$36.22	84.8
Software Developers	56,386	61,963	5,577	10	\$73.77	80.2
Operations Research Analysts	2,968	3,260	293	10	\$43.41	91.2

Note: Los Angeles, Long Beach, & Anaheim (MSA)

Overall, the projected growth in these key sectors presents a strategic opportunity for the WorkSource System to align training and employment services with high-demand occupations, ensuring that job seekers are equipped with the skills needed to succeed in a rapidly changing job market.

To identify potential skill gaps, it is essential to analyze the skills and certifications most frequently requested in job postings. According to the current labor demand data (Table 5), the top occupations in demand include Secretaries and Administrative Assistants, Customer Service Representatives, Maintenance and Repair Workers, Medical Assistants, and Health Technologists and Technicians. The WorkSource System can use this information to design and prioritize training programs that address these in-demand occupations and skills.

Table 5. Top Occupations

Occupation (SOC)	Unique Postings	%
Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	727	12%
Customer Service Representatives	635	10%
Maintenance & Repair Workers, General	467	8%
Medical Assistants	450	7%
Health Technologists & Technicians, All Other	443	7%

Retail Salespersons	438	7%
First-Line Supervisors of Retail Sales Workers	422	7%
Medical & Health Services Managers	366	6%
Security Guards	361	6%
Laborers & Freight, Stock, & Material Movers, H&	358	6%
Home Health & Personal Care Aides	339	6%
Janitors & Cleaners, Except Maids & Housekeeping Cleaners	319	5%
Nursing Assistants	279	5%
Property, Real Estate, & Community Association Managers	265	4%
Receptionists & Information Clerks	254	4%

The projected growth in key occupations highlights the need for strategic workforce planning to ensure that job seekers are equipped with the necessary skills to meet the demands of an evolving labor market. As sectors such as healthcare, technology, and social services continue to drive job creation, it is crucial for workforce development efforts to focus on equipping individuals with both foundational and specialized skills to thrive in these expanding fields.

Evolving Skill Requirements in the Los Angeles Job Market

An analysis of job postings data from January 2023 to August 2024 reveals significant trends in skill demand across various industries. This analysis focuses on full-time job postings requiring 0-3 years of experience and a minimum education level of a high school diploma. By examining these postings, we can identify which skills are in highest demand for entry-level and early-career roles, providing insights for targeted workforce development initiatives.

Key Skills in Demand

To effectively support job seekers and employers in a rapidly changing labor market, it is essential to understand which skills are most in demand across various sectors. By analyzing recent job postings data, we can identify core competencies that are consistently sought after, as well as emerging skills that reflect evolving industry needs. These insights not only guide the development of targeted training programs but also help job seekers align their skillsets with the expectations of local employers.

- ▶ **Core Competencies:** Communication remains the most frequently requested skill, highlighting its importance across a broad range of occupations. Effective communication is essential for roles in customer service, management, and healthcare, where clear and accurate information exchange is crucial.
- ▶ **Customer Service and Management Skills:** These skills consistently rank among the top requirements in job postings, reflecting the ongoing need for professionals who can engage effectively with clients and lead teams. As businesses seek to enhance customer experiences and optimize operations, the demand for customer service and management competencies is expected to remain strong.
- ▶ **Technical Skills and Digital Literacy:** Proficiency in Microsoft Office, particularly Excel, is prominently featured in job postings, underscoring the increasing digitalization of the workplace. Strong computer literacy is now a baseline expectation for many roles, from administrative positions to data analysis. Employers are looking for candidates who can navigate digital tools and software to streamline tasks and manage information efficiently.

Shifting Skill Trends

As the demand for certain skills rises and falls, it is important for workforce development programs to stay agile and proactive. By tracking these changes, we can better understand how job requirements are evolving and what competencies are becoming more critical for success in the current labor market. This information is invaluable for crafting targeted training programs that equip job seekers with the right skills and help employers find the talent they need.

The implications of these shifting trends are significant for the WorkSource System, as they inform the strategies needed to bridge skill gaps and enhance employability for a diverse workforce. The following section explores the key areas where workforce development efforts should be concentrated to align with these emerging needs.

- ▶ **Rising Demand for Analytical and Organizational Skills:** Skills such as operations, sales, and attention to detail have shown a slight increase in mentions over time. This suggests that employers are placing a growing emphasis on analytical thinking and the ability to manage complex tasks. These skills are especially relevant in roles that require strategic planning and data-driven decision-making.
- ▶ **Declining Demand for Manual and Multitasking Skills:** Conversely, skills like multitasking and physical lifting have seen a decrease in demand, which may indicate a shift in job requirements towards more specialized roles that prioritize focused expertise over generalist capabilities. This trend may also reflect technological advancements that are automating or augmenting manual tasks.

Implications for Workforce Development

The evolving skill landscape presents both challenges and opportunities for the WorkSource System. To remain responsive to employer needs and support job seekers effectively, it is essential to:

- ▶ **Enhance Digital Literacy and Technical Training:** Given the persistent demand for computer literacy and Microsoft Office proficiency, expanding digital skills training will be crucial. Offering advanced courses in data management and software applications can help job seekers stand out in the competitive job market.
- ▶ **Strengthen Soft Skills Development:** Communication, customer service, and management are foundational skills that transcend industries. Developing training modules focused on these areas can help prepare individuals for a wide range of occupations, from entry-level positions to management roles.
- ▶ **Address Barriers to Employment:** Many Angelenos face significant challenges such as limited educational attainment, language barriers, and lack of access to affordable housing and transportation. The WorkSource System must provide comprehensive support services—including career counseling, basic skills training, and connections to social services—to help job seekers overcome these obstacles and achieve sustainable employment.

By closely monitoring skill trends and adapting training programs accordingly, the WorkSource System can ensure that job seekers are equipped with the competencies most valued by employers. This proactive, data-driven approach will enhance job placement outcomes and support the development of a resilient workforce capable of thriving in Los Angeles's dynamic labor market.

Table. Top 20 Skills by Number of Job Postings*

Skills	2023	2024
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	Jan - Apr	May - Aug	Sep - Dec	Jan - Apr	May - Aug
Communication	30,739	29,693	23,103	26,166	26,250
Customer Service	25,725	24,821	18,758	21,725	21,482
Management	19,125	18,687	13,760	15,711	15,899
Operations	13,548	13,584	10,454	11,351	12,052
Sales	13,292	13,026	10,026	11,793	11,737
Detail Oriented	12,156	11,891	9,334	10,844	11,330
Valid Driver's License	10,271	10,392	7,845	8,392	8,652
Problem Solving	9,647	8,810	7,085	8,246	8,482
Leadership	9,395	9,422	7,043	7,911	8,128
Writing	9,337	9,398	7,315	7,790	7,906
English Language	9,016	8,674	6,687	7,548	7,980
Microsoft Excel	8,555	8,347	6,548	7,323	7,418
Multitasking	8,401	7,962	5,994	6,850	7,351
Computer Literacy	7,785	7,514	5,840	6,540	6,627
Microsoft Office	7,579	7,264	5,754	6,429	6,741
Lifting Ability	6,998	7,475	5,363	6,016	6,124
Organizational Skills	6,656	6,645	5,208	5,915	6,532
Planning	7,496	7,327	5,202	5,726	5,194
Scheduling	7,104	6,645	5,208	5,920	6,008
Professionalism	6,726	6,603	5,022	5,730	5,892

*Note: Min Exp = 0-3 years, Min education HS Diploma/GED or no education listed, full-time positions, non-staffing companies; LA, Long Beach, Anaheim MSA

By closely monitoring these skill trends, the WorkSource System can tailor its training programs and career guidance services to align with the evolving demands of the labor market. This data-driven approach ensures that job seekers are equipped with the skills most sought after by employers, ultimately improving their chances of securing meaningful employment opportunities.

However, it is also important to recognize that many Angelenos face significant barriers to employment, such as limited educational attainment, language barriers, and lack of access to affordable housing and transportation. To address these challenges, the WorkSource System must offer comprehensive support services, such as career counseling, basic skills training, and connections to social services, to help job seekers overcome these obstacles and achieve sustainable employment.

Identifying and Addressing Skill Gaps

The table in this subsection illustrates significant shifts in employer demand for specific skills across various industries in Los Angeles between January 2023 and August 2024. The most substantial increases in job postings highlight a growing need for specialized technical and healthcare-related competencies, as well as soft skills that facilitate effective workplace interactions.

- ▶ **Key Technical Skills:** Skills such as Fire and Life Safety and Artificial Intelligence have seen a dramatic increase in demand, with postings for these skills growing by over 300%. This reflects a heightened focus on safety protocols and the integration of AI technologies across industries. Other notable technical skills experiencing significant growth include Export Administration Regulations and Diagnostic Tests, each increasing by over 200%, indicating a broader need for expertise in regulatory compliance and healthcare diagnostics.

- ▶ **Healthcare Skills:** The demand for healthcare-specific skills has also risen sharply. Basic Life Support Certification, Patient Transport, and Medication Administration have seen notable increases, underscoring the continued need for skilled healthcare workers in both clinical and support roles. The rise in postings for skills such as Neonatal Resuscitation Certification and Intensive Care Unit experience highlights the need for specialized healthcare competencies, particularly in critical care and emergency response settings.
- ▶ **Soft Skills:** In addition to technical expertise, employers are increasingly seeking candidates with strong interpersonal and organizational abilities. Skills like Effective Communication, Collaboration, and Adaptability have all shown significant growth, reflecting the importance of these competencies in dynamic and diverse work environments. Bilingualism, particularly Spanish-English proficiency, also remains a valuable skill, supporting the needs of Los Angeles' multilingual workforce and diverse community.
- ▶ **Automation and Technology-Related Skills:** The demand for skills associated with automation and technology, such as Process Improvement and ICD Coding, has grown significantly. This trend suggests that organizations are increasingly focused on optimizing operations and integrating new technologies, emphasizing the need for workers who can navigate and support these changes.

These shifts in skill demand present important considerations for the WorkSource System. Aligning training programs with high-demand skills is crucial for preparing job seekers to meet the evolving needs of local employers and support the city's economic growth. By closely monitoring these trends and collaborating with employers and education providers, the WorkSource System can ensure its services remain responsive to the changing labor market and effectively prepare job seekers for the jobs of the future.

Table 10 Skills in Job Postings from January 2023 to August 2024

Skill	Postings Jan '23	Postings Aug '24	Δ	% Δ	Skill	Postings Jan '23	Postings Aug '24	Δ	% Δ
Fire And Life Safety	16	109	93	581	Patient Preparation	167	227	60	36
Artificial Intelligence	25	109	84	336	Calipers	144	195	51	35
Export Admin Regs	25	109	84	336	ICD Coding (ICD-9/ICD-10)	119	161	42	35
Diagnostic Tests	30	100	70	233	Micrometer	145	190	45	31
Export Control	42	110	68	162	Basic Life Support Cert	1,211	1,560	349	29
Patient Transport	61	155	94	154	Compassion	266	336	70	26
Med Prac & Procecd	57	126	69	121	Patient Treatment	140	176	36	26
Boilers	52	108	56	108	Google Workspace	150	187	37	25
NIH Stroke Scale	51	102	51	100	Pediatric Adv Life Support	180	224	44	24
Patient Observation	62	119	57	92	Effective Communication	399	491	92	23
Technical Training	73	137	64	88	Setting Appointments	317	381	64	20
Medical Privacy	176	320	144	82	Vital Signs	390	468	78	20
Demography	69	120	51	74	Electronic Medical Record	377	452	75	20
Patient Positioning	62	107	45	73	Negotiation	309	370	61	20
Dev Environment	72	124	52	72	Adaptability	217	259	42	19
Medication Admin	237	408	171	72	Registered Nurse	1,349	1,603	254	19
Industry Standards	79	136	57	72	Data Collection	181	215	34	19
Neonatal Resusc Cert	85	144	59	69	Adv Cardio Life Supp Cert	441	517	76	17
Production Process	101	171	70	69	Office Supply Management	232	270	38	16

Nursing Practices	73	122	49	67	Blueprinting	217	252	35	16
Collaboration	126	210	84	67	Licensed Vocational Nurse	366	424	58	16
Epic EMR	85	141	56	66	Multilingualism	995	1,142	147	15
Intensive Care Unit	144	235	91	63	Nursing	1,380	1,578	198	14
Order Fulfillment	92	145	53	58	Supervision	456	521	65	14
First Aid	100	153	53	53	Treatment Planning	310	354	44	14
Business Objectives	95	144	49	52	Medical Records	757	862	105	14
Equipment Repair	119	180	61	51	Spanish Language	746	838	92	12
Customer Inquiries	159	239	80	50	Inventory Management	646	725	79	12
Patient Edu & Couns	207	311	104	50	Medical Terminology	531	593	62	12
Computerized Entry	156	231	75	48	Record Keeping	457	500	43	9
Patient Assistance	225	333	108	48	Accountability	617	674	57	9
Product Quality	75	110	35	47	Critical Thinking	511	556	45	9
Market Trend	73	107	34	47	HVAC	389	423	34	9
Asepsis	122	172	50	41	Administrative Support	431	468	37	9
Red Cross Cert	128	178	50	39	Nursing Care	406	440	34	8
Landscaping	91	126	35	38	Cardiopulm Resuscitation Cert	528	571	43	8
Process Improvement	251	347	96	38	Bilingual (Spanish/English)	689	742	53	8
Medical Office Proc	119	164	45	38	Organizational Skills	1,685	1,768	83	5

Strategies to identify and address skill gaps may include:

- ▶ *Regularly analyzing labor market data, job postings, and employer surveys to identify emerging skill requirements and occupational trends.*
- ▶ *Collaborating with industry partners and employers to develop sector-specific training programs that provide job seekers with the specialized skills needed to succeed in high-growth industries.*
- ▶ *Investing in upskilling and reskilling programs for incumbent workers to help them adapt to changing job requirements and advance in their careers.*
- ▶ *Promoting work-based learning opportunities, such as internships, apprenticeships, and on-the-job training, to provide job seekers with hands-on experience and industry-relevant skills.*
- ▶ *Developing career pathways that align education and training programs with industry needs, providing job seekers with clear roadmaps to progress from entry-level positions to higher-skilled, higher-paying jobs.*

By proactively identifying and addressing skill gaps, the WorkSource System can help ensure that the Los Angeles workforce remains competitive and adaptable in the face of ongoing economic and technological changes.

Equity and Inclusion

Promoting equity and inclusion in workforce development is crucial to ensuring that all Angelenos have access to meaningful career opportunities. Data reveals significant disparities in educational attainment, employment, and income across different racial, ethnic, and socioeconomic groups. For example, while the overall poverty rate in Los Angeles is 16.6%, it is significantly higher among Black or African American (22.3%) and Hispanic or Latino (21.1%) residents.

The WorkSource System must prioritize strategies that target underserved communities and address systemic barriers to employment. This may involve:

- ▶ *Providing culturally responsive and linguistically appropriate services to meet the diverse needs of the city's job seekers.*
- ▶ *Collaborating with community-based organizations and faith-based institutions to build trust and connections with underserved populations.*
- ▶ *Offering targeted outreach and recruitment efforts to engage job seekers from disadvantaged communities and connect them with available resources and services.*
- ▶ *Developing partnerships with employers and industry associations to create inclusive hiring practices and promote diversity in the workplace.*
- ▶ *Advocating for policies and investments that address systemic barriers to employment, such as expanding access to affordable housing, transportation, and childcare.*

By making equity and inclusion central to its mission and strategies, the WorkSource System can help ensure that all Angelenos have the opportunity to participate in and benefit from the city's economic growth and prosperity.

The landscape analysis of Los Angeles reveals a complex and dynamic environment for workforce development, presenting both opportunities and challenges. To effectively serve the city's diverse population and support its economic growth, the WorkSource System must adopt a data-driven, equity-focused, and industry-aligned approach. This involves prioritizing strategies that promote equity and inclusion, aligning training programs with high-growth industries, and continuously adapting to evolving skill needs.

By implementing these recommendations, the WorkSource System can play a vital role in promoting economic mobility and creating pathways to quality jobs for all Angelenos. Through collaboration, innovation, and a commitment to continuous improvement, the system can help ensure that Los Angeles remains a vibrant, inclusive, and prosperous city for generations to come.

EVALUATION METHODOLOGY

The evaluation of the City of Los Angeles' WorkSource System employed a mixed-methods approach to gather comprehensive data and insights on the system's performance, operations, and stakeholder perspectives. The methodology was designed to address the key objectives of the evaluation and inform the development of actionable recommendations for system redesign. Table 8 below provides descriptions of the data analyzed, the various sources of data, and the methods used to gather the information.

Table 8. Descriptions of Data Collection Methods, Sources, and Types

METHOD / DATA TYPE	DESCRIPTION
Stakeholder Interviews	The evaluation team conducted in-depth interviews with 32 stakeholders from a variety of organizations, including members of the WorkSource System Redesign Sub-Committee, representatives from partner organizations and other City of Los Angeles departments, and other key individuals engaged with the WorkSource System in different capacities and local workforce development efforts.
WSC Director SWOT Analysis Sessions	Three SWOT analysis sessions were conducted with WSC Directors to gather insights on the current system's performance and identify areas for enhancement. These sessions helped challenge assumptions about the existing evaluation process and uncover new perspectives to inform the redesign effort.

WSC Adult Customer Interviews	Eleven individual interviews were conducted with current and former adult customers of the WSCs to understand their experiences, needs, and satisfaction with the services provided. These interviews offered a customer-centric view of the system's effectiveness and areas for improvement.
Sub-Committee Meetings	The evaluation team participated in, and presented at, four meetings with the WorkSource System Redesign Sub-Committee to provide updates on the evaluation, share findings, and gather feedback from sub-committee members. These meetings were crucial for ensuring alignment between the evaluation and the overall redesign objectives.
Weekly Meetings with EWDD	Regular meetings were held with EWDD staff to discuss project progress, address questions, and ensure the evaluation remained on track to meet key deliverables and deadlines.
Labor Market Information	The evaluation team analyzed current and projected industry and local labor market data from the California Employment Development Department (EDD), the Bureau of Labor Statistics (BLS), and Lightcast to identify trends, challenges, and opportunities in the local workforce landscape.
Programmatic Implementation & Outcome Data	Program implementation and outcome data from CalJOBS, FutureWorks BI, and EDD were examined to (1) understand and assess how the program is being implemented, (2) evaluate the system's effectiveness in achieving performance goals and key outcomes, and (3) identify strengths and opportunities improvement.
WSC Budget & Cost Allocations	The evaluation team reviewed budget and cost allocation data from the EWDD Fiscal Team to understand the financial aspects of the system's operations and identify trends, potential inefficiencies, or areas for optimization.
Geospatial Data	ArcGIS data was used to conduct a geospatial analysis of the WSC locations in relation to community needs and demographics. This analysis helped determine whether the current WSC locations were still ideal for maximizing accessibility and impact.

Analysis, Techniques, Limitations, and Assumptions

To extract key findings, the evaluators used a combination of qualitative and quantitative analyses:

- *Qualitative Analysis: Interview and SWOT analysis data were systematically coded and analyzed to identify common themes, patterns, and insights related to the evaluation objectives. This analysis helped to synthesize the diverse perspectives of stakeholders and inform the development of recommendations.*
- *Quantitative Analysis: Performance data from the WSCs were analyzed using descriptive and inferential statistical techniques to identify trends, disparities, and correlations between various factors and outcomes. This analysis provided a data-driven foundation for assessing the system's effectiveness and identifying areas for improvement.*

Though the research did their best to leverage a variety of data types gathered from a wide range of sources, it is important to acknowledge relevant limitations and assumptions.

- *The evaluation relied on the availability and accuracy of data provided by the WSCs and partner organizations. Any gaps or inconsistencies in the data may have impacted the analysis and findings.*
- *The evaluation assumed that the insights and experiences shared by stakeholders during interviews and SWOT analysis sessions were representative of the broader system and its stakeholders. However, it is possible that some perspectives may not have been fully captured.*
- *The rapidly evolving nature of the labor market and the ongoing impact of the COVID-19 pandemic may have influenced the relevance and applicability of some findings and recommendations.*

Despite these limitations, the evaluation methodology was designed to be comprehensive, rigorous, and responsive to the needs of the WorkSource System and its stakeholders. The mixed-methods approach allowed for the triangulation of data from multiple sources, strengthening the validity and reliability of the findings and recommendations.

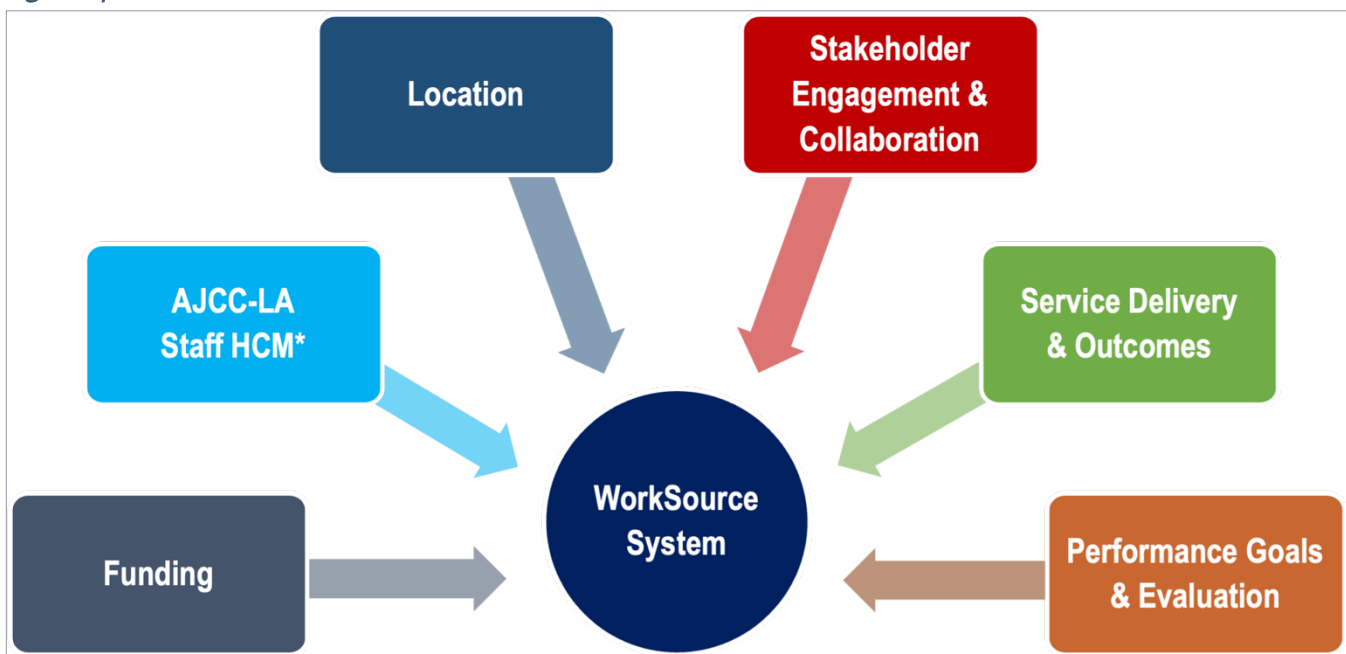
EVALUATION FRAMEWORK

To conduct a comprehensive and structured evaluation of the City of Los Angeles' WorkSource System, we developed a customized evaluation framework that encompasses six key components: Funding, Staff Human Capital Management (HCM), Location, Stakeholder Engagement & Collaboration, Service Delivery & Outcomes, and Performance Goals & Evaluation. This framework serves as a guiding tool to systematically assess the current state of the WorkSource System, identify areas of strength and opportunities for improvement, and inform the development of targeted recommendations for system redesign.

The evaluation framework was designed to provide a holistic view of the WorkSource System, considering the complex interplay of factors that contribute to its effectiveness, efficiency, and impact. By examining each component in depth, we aim to uncover insights and patterns that may not be apparent when looking at the system through a narrower lens. The framework, shown in the figure below, is followed by a more detailed description each component's focus.

DRAFT

Figure.8j.Evaluation Framework



- ⤴ **Funding:** This component examines the financial aspects of the WorkSource System, including budgeting, expenditures, and the allocation of resources across various programs and services.
- ⤴ **Staff Human Capital Management (HCM):** This component focuses on the management and development of the WorkSource System's most valuable asset – its staff. It explores factors such as frontline staff counts, pay equity, workload distribution, and professional development opportunities.

- ⤴ **Location:** This component is focused on the geographic distribution of WSCs and their accessibility to the communities they serve. It considers a range of factors related to social and socio-economic indicators of well-being and the needs of the surrounding populations.
- ⤴ **Stakeholder Engagement & Collaboration:** This component examines the WorkSource System's partnerships and collaborations with key stakeholders, including employers, community organizations, educational institutions, and government agencies. It assesses the effectiveness of existing Memoranda of Understanding (MOUs) and identifies opportunities for enhanced collaboration.
- ⤴ **Service Delivery & Outcomes:** This component relates to the range and quality of services delivered by the WorkSource System, as well as the outcomes achieved for job seekers and employers. It considers factors such as the types of services offered, customer satisfaction, training, and the impact of services on employment and earnings.
- ⤴ **Performance Goals & Evaluation:** This component is focused on the WorkSource System's current performance targets evaluation practices, including the use of WIOA performance indicators and stratified enrollment goals. It examines the alignment of performance goals with the system's objectives and identifies opportunities for enhanced performance evaluation and continuous improvement.

OVERVIEW OF CURRENT SYSTEM

This section provides an overview of the key components and processes that shape the WorkSource System, including WIOA and its impact on the system's design and implementation, the existing network of WSCs and their partnerships, and the methods used to evaluate WSC performance and effectiveness. By examining these elements in detail, we can establish a solid foundation for identifying areas of success and potential growth, which will inform the development of targeted recommendations for system enhancement and redesign.

WIOA's Impact on the WorkSource System's Structure and Operations

The Workforce Innovation and Opportunity Act (WIOA), signed into law in 2014, introduced significant changes to the public workforce system, emphasizing the importance of regional collaboration, industry-focused strategies, and data-driven decision-making. Under WIOA, Local Workforce Development Boards (Local Boards) are responsible for maintaining a network of high-quality, effective American Job Centers (AJCs). WIOA's impact on the WorkSource System's structure and operations is evident in several key areas:

- ⤴ **Mandatory partnerships:** WIOA requires WSCs to partner with a range of agencies and organizations, such as adult education providers, vocational rehabilitation services, and social services agencies, to deliver comprehensive and coordinated services to job seekers and employers.
- ⤴ **Focus on regional collaboration:** WIOA encourages Local Boards to develop regional plans and strategies that align workforce development efforts with the needs of local industries and labor markets.
- ⤴ **Emphasis on industry-focused strategies:** WIOA promotes the development of sector-based partnerships and career pathways that prepare job seekers for in-demand occupations and support the growth of local businesses.
- ⤴ **Performance accountability:** WIOA establishes a set of common performance indicators that Local Boards must use to assess the effectiveness of their workforce development programs and services.

- ✦ **Emphasis on serving individuals with barriers to employment:** WIOA prioritizes services for individuals with barriers to employment, such as low-income adults, disconnected youth, and individuals with disabilities.

WorkSource.System.Structure

The city's WorkSource System comprises 14 WSCs located strategically throughout the city to serve the diverse needs of job seekers and employers. These centers are operated by various nonprofit organizations, educational institutions, and community-based entities, selected through a competitive procurement process administered by EWDD.

The WSCs are designed to serve as one-stop centers where job seekers can access a wide range of employment and training services, such as career counseling, job search assistance, skills assessments, and referrals to training programs. Employers can also utilize the WSCs for services such as job listing, candidate screening, and customized training programs.

In addition to the WSCs, the WorkSource System includes partnerships with key agencies and organizations, such as EDD, California Department of Rehabilitation (DOR), Los Angeles Unified School District (LAUSD), and the Los Angeles Community College District (LACCD) to provide specialized services and resources to job seekers and employers.

WorkSource.System.Operations

The WorkSource System operates under an integrated service delivery model, which aims to provide seamless and coordinated services to job seekers and employers through collaboration and resource sharing among partners. Key features of the system's operations include:

- ✦ Standardized assessments and intake processes to identify the unique needs and goals of each job seeker
- ✦ Individualized career planning and case management services to support job seekers in achieving their employment objectives
- ✦ Access to a wide range of training programs, including occupational skills training, on-the-job training, and customized training for employers
- ✦ Specialized services for individuals with barriers to employment, such as English language learners, veterans, and individuals with disabilities
- ✦ Business services teams that work closely with employers to identify their workforce needs and develop customized solutions
- ✦ Use of data and technology to track program performance, monitor outcomes, and support continuous improvement efforts

System.Strengths.and.Successes

The WorkSource System has demonstrated several notable strengths and successes in recent years, including:

- ✦ Consistently meeting or exceeding federal and state performance targets for key indicators such as employment rates, median earnings, and credential attainment

- ⤴ Developing strong partnerships with local education and training providers to create career pathways aligned with the needs of local industries
- ⤴ Implementing innovative programs and services to address the unique needs of individuals with barriers to employment
- ⤴ Leveraging technology to enhance virtual service delivery and expand access to resources during the COVID-19 pandemic
- ⤴ Fostering a culture of continuous improvement and data-driven decision-making among WSC staff and partners

Current.Method.of.Evaluating.WSC.Performance

The evaluation of WSC performance is conducted annually and assesses each center's performance across four key dimensions: adult customer performance outcomes, adult customer flow, administrative capability, and adult customer satisfaction. This comprehensive evaluation strategy was developed by independent evaluators several years ago and is based on the Balanced Score Card approach. It was meant to ensure that WSCs are evaluated based on a diverse set of criteria that reflect their effectiveness in serving job seekers and employers, as well as their compliance with administrative requirements and customer satisfaction levels. The evaluation process involves the collection and analysis of various data points, including:

- ⤴ **Adult Customer Performance Outcomes:** WSCs are assessed on their ability to meet or exceed the performance targets established by the Workforce Innovation and Opportunity Act (WIOA) for measures such as employment rates, median earnings, and credential attainment.
 - *Employment Rate (2nd Quarter After Exit)*
 - *Employment Rate (4th Quarter After Exit)*
 - *Median Earnings (2nd Quarter After Exit)*
 - *Credential Attainment Rate*
 - *Measurable Skill Gains*
- ⤴ **Adult Customer Flow:** The evaluation process examines each WSC's success in enrolling and serving a diverse range of job seekers, with a particular emphasis on target populations facing barriers to employment.
 - *Total Enrollments*
 - *Target Population Enrollments (e.g., individuals with barriers to employment)*
- ⤴ **Training Expenditures and Goals:** WSCs are evaluated on their ability to effectively allocate resources toward training programs and meet established goals for training outcomes and expenditures.
 - *Training Expenditures*
 - *Achievement of Training Expenditure Goals*
- ⤴ **Customer Satisfaction Surveys:** To ensure unbiased results, the independent evaluators designed, developed, and conducted customer satisfaction surveys to gather feedback from job seekers on their experiences with WSC services and staff.
 - *Overall Satisfaction with WSC Services*
 - *Satisfaction with WSC Staff*
 - *Likelihood of Recommending WSC Services*

The data collected through these various channels are then analyzed and used to generate scores for each WSC within the rating system. This scoring system allows for a standardized and relatively objective comparison of WSC performance across the four key dimensions, helping to identify areas of strength and opportunities for improvement.

Strengths and Limitations of the Current Approach

The current WSC evaluation approach has several notable strengths:

- ✦ **Comprehensive Assessment:** By evaluating WSCs across four key dimensions, the approach provides a holistic view of each center's performance, considering not only job seeker outcomes but also administrative effectiveness and customer satisfaction.
- ✦ **Objective and Unbiased:** The involvement of third-party researchers in conducting customer satisfaction surveys helps to ensure that the evaluation process is objective and unbiased, providing a more accurate assessment of WSC performance.
- ✦ **Standardized Scoring:** The use of a standardized rating system allows for consistent comparisons of WSC performance across the city, helping to identify best practices and areas for improvement.
- ✦ **Alignment with WIOA Requirements:** The inclusion of WIOA Performance Indicators in the evaluation process ensures that WSCs are being assessed on their ability to meet federal performance standards.

There are, however, some limitations as well:

- ✦ **Annual Timeframe:** While an annual evaluation process provides regular performance check-ins, it may not allow for real-time adjustments or improvements based on emerging trends or challenges.
- ✦ **Limited Qualitative Data:** The current approach relies heavily on quantitative data points, which may not fully capture the nuances of WSC performance or the experiences of job seekers and employers.
- ✦ **Potential for Goal Misalignment:** The emphasis on meeting specific performance targets may inadvertently incentivize WSCs to focus on short-term outcomes rather than long-term impact or to prioritize certain populations over others.

Despite these limitations, the current WSC evaluation approach provides a robust and multi-faceted framework for assessing the performance and effectiveness of the City of Los Angeles' WSCs. As part of the larger redesign effort, it will be important to consider how this evaluation process can be further refined and strengthened to support continuous improvement and better alignment with the evolving needs of job seekers, employers, and the local workforce development system.

Comprehensive AJCC Certification

In March 2021, EDD issued Workforce Services Directive 20-08, which outlined the certification process for comprehensive, affiliate, and specialized AJCCs. A new directive, WSD 23-05 released in January 2024, supersedes the old one. The purpose of both directives is to ensure that all AJCCs in California meet the standards and criteria established by the California Workforce Development Board (CWDB) for effectiveness, physical and programmatic accessibility, and continuous improvement. The certification process is intended to:

- ✦ Ensure that AJCCs are providing high-quality services and meeting the needs of job seekers, workers, and employers
- ✦ Support the achievement of the state's strategic vision and goals for the workforce development system

- ✦ Promote consistency and continuous improvement across the statewide network of AJCCs

Key Elements and Requirements of WDS 23-05

The directive establishes two main components of the certification process:

- 1. Baseline AJCC Certification:** All AJCCs must meet a set of baseline criteria that demonstrate compliance with WIOA statutory and regulatory requirements, such as having implemented MOUs with required partners, providing equal access for individuals with disabilities, and meeting the definition of a comprehensive, affiliate, or specialized AJCC.
- 2. AJCC Certification Indicator Assessment:** AJCCs must also undergo an assessment of their progress toward meeting seven key indicators of continuous improvement, such as ensuring universal access, providing integrated and customer-centered services, and using data to drive continuous improvement.

Local Boards are responsible for conducting the certification process for each AJCC within their Local Workforce Development Area, using the criteria and procedures established by the CWDB. The certification process must be completed every three years, the last round of which was successfully completed in 2021.

Implications for the WorkSource System

The comprehensive AJCC certification process has significant implications for the City of Los Angeles' WorkSource System:

- ✦ **Ensuring compliance with state requirements:** All WSCs must meet the baseline criteria and demonstrate progress toward the certification indicators to maintain their designation as AJCCs and continue receiving WIOA funding.
- ✦ **Promoting continuous improvement:** The certification process provides a framework for assessing WSC performance and identifying areas for improvement, which can inform the development of strategic plans and the allocation of resources.
- ✦ **Enhancing service quality and consistency:** By establishing common standards and expectations for all AJCCs, the certification process promotes greater consistency and quality in service delivery across the WorkSource System.
- ✦ **Aligning with local priorities and needs:** The certification process allows Local Boards to incorporate additional criteria and indicators that reflect local priorities and needs, such as serving high-barrier populations or supporting industry-specific workforce development strategies.

Importantly, the City of Los Angeles has maintained compliance with state and federal regulations and has consistently been certified as a High Performing Board. Being certified by the state as a high-performing Local Workforce Development Board (LWDB) signifies that the City of Los Angeles has successfully met specific performance benchmarks and regulatory requirements, such as employment rates and WIOA fund expenditures. This recognition highlights the City's effective implementation of workforce development activities and its commitment to serving job seekers and employers. However, certification alone does not fully capture what it means to be a truly exceptional workforce development system.

Achieving a truly high-functioning system requires a deeper understanding of the underlying factors and dynamics that drive excellence. This involves looking beyond standard metrics to explore the practices, partnerships, and strategies that create lasting impact for the community. It includes identifying and fostering

the qualities that enable the system – comprising the City of LA WDB, EWDD, and its service providers – to not only meet goals but to excel in creating meaningful pathways to economic opportunity and resilience.

It is possible that the City's workforce development system is already operating at this high level, but without a comprehensive evaluation process, there is no way to confirm this. Gaining such insights would require an intensive and costly process, similar to conducting rigorous personnel selection. This process would involve a thorough examination of the system's internal and external dynamics, which is beyond the scope of this evaluation. Nonetheless, understanding these factors is essential for setting new standards of excellence and ensuring that the workforce development system is prepared to thrive in an ever-evolving landscape.

The Need for a Comprehensive Understanding of High-Performing WSCs

While the current annual performance evaluation process and baseline certification requirements provide valuable insights into the functioning and effectiveness of service providers (and by extension the city's WorkSource System), there remains a significant gap in our understanding of what truly distinguishes high-performing, high-functioning WSCs from the rest. The existing evaluation framework, though comprehensive in its scope, may not fully capture the complex interplay of factors that contribute to exceptional WSC performance (e.g., organizational culture, leadership, human capital and human resource management practices, partnerships, innovative service delivery strategies).

Without a deeper, more systematic investigation into the characteristics and practices of top-performing WSCs, we cannot be entirely confident that we have a complete understanding of the construct of WSC performance. This limitation hinders our ability to accurately differentiate between highly effective WSCs and those that may meet basic performance standards but fail to excel in creating meaningful, long-term impact for job seekers and employers. Moreover, the lack of a clear, evidence-based definition of high-performing WSCs may impact our ability to select the best operators during the competitive procurement process. By relying primarily on quantitative performance metrics and baseline certification criteria, we risk overlooking the more nuanced, qualitative aspects of WSC operations that can make a significant difference in service quality and outcomes.

SERVICE DELIVERY AND OUTCOMES

The effectiveness of the WorkSource System is fundamentally tied to its ability to deliver a comprehensive array of services that meet the diverse needs of job seekers and employers. This section provides a detailed analysis of the service delivery mechanisms across the WorkSource System, highlighting the volume of services provided, the diversity of service types, and the outcomes achieved. By examining key metrics such as enrollment figures, service delivery counts, and employment outcomes, we can better understand the operational strengths and areas for improvement within the system.

The data presented in this section is from Program Year (PY) 2022 (July 1, 2022 to July 1, 2023), with some comparison data from PY 2018 (July 1, 2018 to June 30, 2019). It is important to note that in 2022 there were 15 WSCs; and, in 2018 there were 16 service providers for approximately 2-3 months, 15 of which served customers for the whole program year.

Through a closer look at data system-wide, this section offers insights into how different centers perform relative to one another, particularly in terms of case management, training programs, and job placements. The analysis aims to shed light on the overall impact of the services provided, emphasizing the importance of aligning resources with the unique needs of the populations served. The findings presented here will serve as

a critical foundation for discussions on system enhancements and strategic realignment, ensuring that the WorkSource System continues to advance equitable economic opportunities for all participants.

The following sub-sections provide a comprehensive overview of the WorkSource System's service delivery and outcomes for PY 2022. The analysis encompasses data from 15 WSCs that collectively served 13,015 customers during this period. With a total of 75 case managers, the WorkSource System delivered 89,564 services, highlighting the extensive support provided to job seekers. Furthermore, 2,733 customers received training through the system, while 4,307 successfully entered employment. Collectively, these figures underscore the WorkSource System's crucial role in connecting individuals to skill-building opportunities and facilitating their transition into the workforce.

Services.Delivered

The data presented in Table 9 represents the 20 most common services delivered by the WorkSource System during PY 2022, which collectively accounted for 96% of the total services provided.

- ▶ *Among these top services, Job Search and Placement Assistance stood out as the most frequently delivered, making up 40% of the total. This underscores the system's primary focus on connecting job seekers with employment opportunities.*
- ▶ *Orientation and Initial Assessment followed, accounting for 12% and 10% of the services, respectively. These services play a crucial role in familiarizing customers with the available resources and assessing their individual needs to provide tailored support. The Development of Individual Employment Plans (IEPs), Individual Service Strategies (ISSs), or Employment Development Plans (EDPs) constituted 7% of the services, while Individual Counseling made up 6%. These services highlight the personalized guidance offered to help customers navigate their career paths and overcome barriers to employment.*
- ▶ *Occupational Skills Training through approved ETPL (Eligible Training Provider List) providers comprised 3% of the top 20 services, reflecting the WorkSource System's efforts to enhance customers' job-related skills and prepare them for in-demand occupations. Additionally, the system provided various supportive services, such as Transportation Assistance (1%), Tools/Clothing (1%), and Other support (0.4%), to address potential obstacles to employment and ensure that customers have the necessary resources to succeed.*

Although not exhaustive, this list of the top 20 services offers valuable insights into the core focus areas and the comprehensive approach of the WorkSource System in serving its customers. By delivering a wide range of services, from job search assistance and career guidance to training and supportive services, the system aims to meet the diverse needs of job seekers and support their journey toward meaningful employment.

Table 9. Most Common Services Delivered

Service	Count	%
Job Search and Placement Assistance	35,486	39.6%
Orientation	10,827	12.1%
Initial Assessment	8,513	9.5%
Development of IEP/ISS/EDP	6,056	6.8%
Individual Counseling	5,779	6.5%
Occupational Skills Training (Approved ETPL Provider)	2,671	3.0%
Objective Assessment	2,637	2.9%
Reading and/or Math Testing	2,568	2.9%
Job Referral: Job Outside CalJOBS (non-Federal)	2,329	2.6%

Job Fair	1,888	2.1%
Career Guidance/Planning	1,412	1.6%
Supportive Service: Transportation Assistance	946	1.1%
In Program Follow Up	772	0.9%
Resume Preparation Assistance	651	0.7%
Referred to Community Resource	650	0.7%
Supportive Service: Tools/Clothing	571	0.6%
Provision of Labor Market Research	538	0.6%
Occupational Skills Training (non-ETPL provider, non-formula)	477	0.5%
Supportive Service: Other	423	0.5%
Workshop	402	0.4%
Total	89,564	96%

The figure below displays the distribution of customers based on the number of services they received. Over four-in-ten customers, received between 4 and 6 services (42%), making this the most common range. Additionally, one-in-four customers received between 1 and 3 services (25%), indicating that two-thirds of all customers received 6 or fewer services (67%). As the number of services increased, the percentage of customers receiving those services decreased progressively. Specifically, 17% of customers received 7 to 10 services, 9% received 11 to 15 services, 3% received 16 to 20 services, and just 3% received 16 to 20 services. Only 4% of customers received more than 20 services.

Figure.9j Proportion of Customers by Service Count Ranges

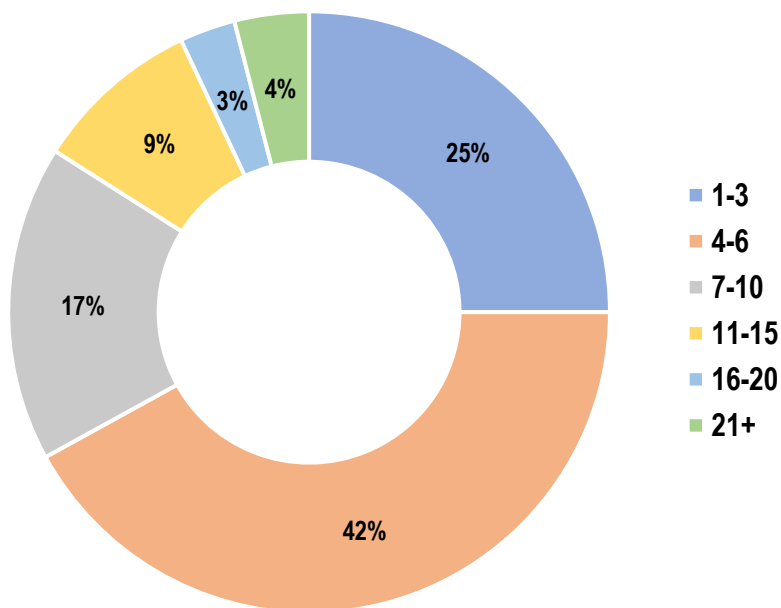


Table 10 presents data on the number of case managers, the ratio of customers to case managers, the total service count, and the total customer count. The number of case managers varies across centers, ranging from 2 to 8 per center. The customer-to-case manager ratio ranges widely, with some centers managing as many as 455 customers per case manager, while others have a lower ratio of approximately 91 customers per case manager.

Service counts are similarly varied, with some centers delivering over 12,000 services and others delivering fewer than 3,000 services. Likewise, the number of customers served per center ranges from as few as 454 to as many as 1,577.

Overall, these data highlight significant variation across the system in the distribution of case managers, customer load per case manager, and the volume of services delivered.

Table.76; Customer and Service Counts by WSC

WSC	Customer Count	Case Managers	Customer to CM Ratio	Service Count
B	1,577	5	315	12,154
C	1,364	3	455	6,785
L	1,241	5	248	6,924
J	1,143	7	163	7,802
M	1,110	5	222	7,705
H	975	7	139	4,092
K	851	4	213	9,605
G	831	4	208	4,928
D	727	8	91	2,722
O	638	6	106	2,476
N	600	4	150	2,686
F	575	5	115	9,087
A	473	2	237	4,126
I	456	5	91	4,530
E	454	5	91	3,942

The following sub-sections provide a comprehensive overview of the WorkSource System's service delivery and outcomes for PY 2022. The analysis encompasses data from 15 WSCs that collectively served 13,015 customers during this period. With a total of 75 case managers, the WorkSource System delivered 89,564 services, highlighting the extensive support provided to job seekers. Furthermore, 2,733 customers received training through the system, while 4,307 successfully entered employment. Collectively, these figures underscore the WorkSource System's crucial role in connecting individuals to skill-building opportunities and facilitating their transition into the workforce.

Demographic.Characteristics.of.WorkSource.Customers

The demographic data presented for the WorkSource System provides critical insights into the population served by these centers. These insights highlight the importance of designing and delivering services that are tailored to the specific characteristics and needs of these individuals.

Gender Distribution

The gender distribution in the WorkSource System was 45% female and 55% male, showing a relatively balanced participation. This balance suggests that service delivery strategies should be inclusive of both genders, ensuring that the services provided meet the needs of both male and female participants. For instance, training programs should be accessible and appealing to both genders, and considerations for gender-specific challenges, such as childcare needs or occupational preferences, should be integrated into program planning.

Racial and Ethnic Composition

The racial and ethnic composition of the WorkSource System's participants indicates a high level of diversity:

- ▶ Black or African American participants made up 36% of the total, representing the largest racial group served.
- ▶ White participants comprised 21%, while Asian participants accounted for 4%.
- ▶ Hispanic/Latino individuals made up more than half of the total population (54%), highlighting the need for bilingual services and culturally relevant programming.

Public Assistance and Support Programs

A substantial portion of the WorkSource System's participants were recipients of public assistance:

- ✧ Temporary Assistance for Needy Families (TANF) recipients made up 7% of the population, while Social Security Income (SSI) recipients constituted 2%.
- ✧ General Assistance (GA) recipients accounted for 9%, and SNAP beneficiaries represented 34%.

These figures underscore the economic vulnerabilities of the population served by the system. The high reliance on public assistance programs highlights the importance of services that not only focus on immediate employment but also on long-term economic stability and upward mobility. Programs aimed at skill development, financial literacy, and pathways to higher-paying jobs are essential for this demographic.

Table.77; Demographic Characteristics of Customers

Characteristic	Count	%
Male	6,931	55%
Female	5,642	45%
Black	4,586	36%
White	2,586	21%
Asian	471	4%
Multiracial	269	2%
Amer Ind/Alask Nat	140	1%
Nat Haw/Pac Isl	56	0%
Don't Wish to Answer	4,491	36%
Hisp/Lat	6,590	54%
Non-Hisp/Lat	5,597	46%
Homeless	2,630	21%
Basic Skills Deficient	2,273	18%
SNAP	4,309	34%
TANF	886	7%
GA	1,072	9%
SSI	255	2%

Education_Related.Data

The WorkSource System serves a diverse adult population with varying educational backgrounds and current school enrollment statuses. Understanding these factors is essential for tailoring services to meet the specific needs of customers as they seek to enhance their skills and secure employment. The data on educational attainment and school enrollment status among WSC adult customers reveal several key insights.

Educational Attainment:

- ▶ **High School Diploma or GED:** A substantial majority of adult customers, approximately 85%, had at least a high school diploma or GED. This foundational level of education is critical as it positions these individuals to pursue further training or employment opportunities through the system.
- ▶ **Secondary School Diploma:** Around 52% of the customers have attained a secondary school diploma. This demographic represents a key segment of the system's participants, often seeking to build upon their education through additional skills training or job placement services.
- ▶ **No Education Completed:** Approximately 15% of the customers had not completed any formal education. Notably, about 85% of these individuals were 25 years old and above, highlighting the importance of continuing the targeted adult education and training programs with LAUSD.
- ▶ **Secondary School Equivalency:** About 11% of the customers achieved a secondary school equivalency, reinforcing the role of WSCs in supporting those who have taken alternative educational paths.
- ▶ **Bachelor's Degree:** A smaller segment, roughly 7%, of the adult customers attained a bachelor's degree. These individuals may be seeking career advancement or transitioning into new industries, underlining the WSC's role in offering upskilling and reskilling opportunities.

School Enrollment Status:

- ▶ **Not Attending School:** The majority of the WorkSource System's adult customers, approximately 80%, were not currently enrolled in any formal education program. This group includes individuals who have completed their secondary education, obtained a high school equivalency, or dropped out of school. These customers are typically focused on securing employment or pursuing vocational training to enhance their skills and employability.
- ▶ **In-School, Postsecondary Education:** Around 6% of the adult customers were currently enrolled in postsecondary education programs, such as colleges, universities, or vocational schools.
- ▶ **In-School, Secondary Education or Less:** Approximately 1% of adult customers were enrolled in secondary education or lower educational programs. These customers may require additional guidance and resources to successfully transition from school to the workforce.
- ▶ **Alternative School Enrollment:** A very small percentage, less than 1%, of the adult customers were enrolled in alternative school programs. These programs often serve individuals who have faced challenges in traditional educational settings, such as those who have experienced disruptions in their education or require a more flexible learning environment.

These combined findings emphasize the diverse educational backgrounds and enrollment statuses of WSC customers. By offering a range of services that address both educational attainment and current enrollment, the WorkSource System plays a vital role in supporting customers' paths toward employment, career advancement, and economic mobility.

Table.78; Customer Education-Related Data

Education	Count	%
HS Dip / GED	10,736	85%
Secondary (sec) school dip	6,501	52%
No edu completed	1,853	15%

Sec school equiv	1,403	11%
Bachelor's deg	909	7%
1+ years post-sec edu	657	5%
Associate's deg	587	5%
Post-sec tech / voc certificate (non-deg)	474	4%
Deg beyond Bachelor's	206	2%
Not in school; Sec school grad / equiv	9,953	79%
Not in school; Sec school dropout	1,643	13%
In-school; Post-sec school	784	6%
In-school; Sec school or less	125	1%
In-school, Alternative school	91	1%
Distance learning	101	1%

Services.Delivered

The data presented in Table 13 illustrates the 20 most frequently delivered services by the WorkSource System during PY 2022. These top services collectively accounted for 92% of the total services provided, highlighting their central role in supporting job seekers.

Among these services, Job Search and Placement Assistance was the most commonly provided, representing 33% of the total services delivered. This indicates a significant focus on connecting job seekers with employment opportunities. Orientation services followed, comprising 11% of the total, and playing a key role in introducing customers to available resources. Individual Counseling and Initial Assessment each accounted for 11% and 9% of the services, respectively, emphasizing the importance of personalized support and needs assessment in the WorkSource System.

Occupational Skills Training through approved Eligible Training Provider List (ETPL) providers made up 3% of the top 20 services, showcasing efforts to equip customers with the necessary skills for in-demand jobs. Supportive services, such as Transportation Assistance (2%) and Tools/Clothing (1%), were also delivered to help overcome barriers to employment and ensure participants have the resources needed to succeed.

The data for unique individuals presents a similar picture, with the top 20 services accounting for 90% of all services delivered to unique customers. Orientation services were the most commonly accessed, making up 18% of the total services to unique individuals, followed by Initial Assessment (14%) and Job Search and Placement Assistance (12%). Development of Individual Employment Plans (IEPs), Individual Service Strategies (ISSs), or Employment Development Plans (EDPs) accounted for 10%, reflecting the system's commitment to providing structured, individualized support.

Table.79; Most Delivered Services

Most Common Services Overall	Count	%	Most Common Services to Unique Individuals	Count	%
Job Search & Placement Assistance	36,980	33	Orientation	12,471	18
Orientation	12,830	11	Initial Assessment	9,725	14
Individual Counseling	12,780	11	Job Search & Placement Assistance	8,532	12
Initial Assessment	9,975	9	Development of IEP/ISS/EDP	6,719	10
Development of IEP/ISS/EDP	6,879	6	Individual Counseling	3,599	5
Reading &/or Math Testing	3,120	3	Reading &/or Math Testing	3,055	4
Occup Skills Training (Approv ETPL Prov)	2,943	3	Occup Skills Training (Approv ETPL Prov)	2,869	4
Objective Assessment	2,853	3	Objective Assessment	2,817	4

Job Ref: Job Outside CalJOBS (non-Fed)	2,568	2	Job Fair	1,529	2
Job Fair	2,052	2	Job Ref: Job Outside CalJOBS (non-Fed)	1,456	2
Support Service: Transportation Assist	1,831	2	Career Guidance/Planning	1,295	2
Career Guidance/Planning	1,543	1	Transitional Job	1,169	2
Support Service: Tools/Clothing	1,281	1	Support Service: Tools/Clothing	1,037	2
Support Service: Other	1,263	1	Support Service: Transportation Assist	1,010	1
Transitional Job	1,238	1	WIOA Prerequisite Trainings	870	1
In Program Follow Up	1,075	1	Supportive Service: Other	774	1
WIOA Prerequisite Trainings	1,073	1	Occup Skills Training (non-ETPL prov)	767	1
Occup Skills Training (non-ETPL prov)	797	1	In Program Follow Up	687	1
Referred to Community Resource	726	1	Resume Preparation Assistance	628	1
Resume Preparation Assistance	705	1	Referred to WIOA Services (not training)	589	1

Service.Delivery.Comparisons.across.Years.(8674and.8688)

Tracking the functioning and effectiveness of the WorkSource System (WSC) over time is essential to ensure that it continues to meet the needs of both job seekers and employers. Evaluating system performance across different program years allows for the identification of trends, successes, and areas in need of improvement. This longitudinal approach ensures that services remain aligned with changing economic conditions and workforce demands. As the labor market evolves, particularly in response to significant events such as the COVID-19 pandemic, it is crucial to assess how well the system adapts to new challenges.

In the context of evaluating the WorkSource System and planning for future redesigns, such tracking enables data-driven adjustments that enhance program effectiveness and improve outcomes for participants. Historical insights into system performance serve as a foundation for making strategic changes that better support populations with varying needs. This is particularly important during periods of economic disruption, where the system must be responsive to a more vulnerable and diverse population.

The following sub-sections will present comparisons of training and employment-related data from 2018 and 2022, offering insights into how the WorkSource System adapted its service delivery. These comparisons will explore shifts in the types of services provided, the focus of training programs, and employment outcomes.

To provide further context, the next section examines the demographic and socioeconomic profiles of WSC customers in 2018 and 2022, highlighting changes in the population that may have influenced the system's evolving service offerings.

- ▶ **Gender Distribution:** In 2018, 48% of customers were male (10,529) and 52% were female (11,295). By 2022, the gender distribution shifted, with 54% of customers being male (6,931) and 46% female (5,642). This represents a proportional increase in male customers by 6 percentage points.
- ▶ **Race:** The proportion of Black or African American customers increased from 29% in 2018 to 36% in 2022. This significant rise suggests increased outreach or service utilization among this group post-pandemic. The proportion of White customers decreased from 23% in 2018 to 20% in 2022, reflecting a slight decline in participation by this demographic. The proportion of individuals who selected Don't Wish to Answer for race decreased from 40% in 2018 to 36% in 2022, indicating that more customers opted to disclose their racial information in 2022. The proportions of other racial subgroups, including Asian, Multiracial, American Indian, and Native Hawaiian/Pacific Islander, remained relatively consistent across the two years.

- ▶ **Ethnicity:** The proportion of Hispanic or Latino customers increased from 44% in 2018 to 51% in 2022, showing a notable rise in participation among this group.
- ▶ **Socioeconomic Indicators:** The proportion of homeless customers increased from 10.5% in 2018 to 20% in 2022, representing a significant rise in the proportion of homeless individuals seeking services. Participation in SNAP (Supplemental Nutrition Assistance Program) increased from 24% in 2018 to 33% in 2022, suggesting a higher proportion of individuals facing food insecurity post-pandemic. TANF participation dropped slightly from 6% in 2018 to 7% in 2022, while the proportion of customers receiving SSI remained steady at 2%, and those receiving General Assistance (GA) dropped slightly from 8% to 8%.
- ▶ **Educational and Skill Deficiencies:** The proportion of customers classified as Basic Skills Deficient increased from 16% in 2018 to 18% in 2022. This rise suggests that a larger proportion of the population served in 2022 faced challenges related to basic literacy and numeracy skills compared to 2018.

These proportional changes across various demographic and socioeconomic characteristics suggest that the WorkSource System in 2022 served a population with more barriers to employment than in 2018. The notable increase in the proportions of customers who were homeless, receiving SNAP benefits, and classified as basic skills deficient are potential indicators of a more vulnerable population being served in 2022. Additionally, the growth in the proportion of Black and Hispanic/Latino customers suggests that the pandemic disproportionately affected these communities, further increasing their need for workforce services.

This shift may be related to the differential impact of the COVID-19 pandemic across various communities in Los Angeles, with historically underserved populations experiencing greater economic and social disruptions. The data suggest that the pandemic exacerbated existing inequalities, requiring the WorkSource System to adapt to a client base with more significant barriers to re-entering the workforce or improving their employment status.

Training.Data.Overview.(PY.8688)

The training data for PY 2022 show that of the 13,015 customers served across the system, 21% (2,733) received training. Though not shown below, the proportion of customers trained varied significantly among centers, ranging from 11% to 62%. Among other factors, this disparity may be attributed to the varying levels of job readiness and employment barriers faced by WSC customers. It is also important to note that service provision is customer-driven, and the decision to pursue training ultimately lies with the individual. Many customers may not be immediately prepared for training due to various personal and professional challenges. Nevertheless, the majority of those who seek assistance from WSCs aspire to enhance their employability, acquire technical skills, secure employment, or establish a clear career path.

Training Data

When examining the customers who received training, the data reveal that 79% were classified as Adult customers, while 21% were Dislocated Workers. This breakdown provides insight into the relative demand for training services among these two customer groups.

The training completion data show that 83% of participants successfully completed their training programs. This high completion rate indicates that WSCs are generally effective in supporting customers through the training process. The data also show, however, that 7% had their training status system closed, 4% dropped

out, and 4% were unsuccessful in completing their training. These figures suggest that there are still opportunities for improvement in helping all customers achieve successful outcomes.

Overall, the trainings pursued by customers covered 140 different occupations. The ten most common training types, based on ONet job titles, collectively comprised 60% of all trainings and thus offer a snapshot of the skills and occupations frequently pursued by WSC customers in PY 2022. Security Guards, Heavy & Tractor-Trailer Truck Drivers, and Nursing Assistants emerged as the top three training choices, representing 26%, 8%, and 8% of trained customers, respectively. The remaining seven trainings span a range of occupations, including Electrical Engineers, Criminal Justice & Law Enforcement Teachers, Medical Assistants, Construction Laborers, Light Truck Drivers, Machinists, and Cooks.

These findings provide a high-level overview of the key training-related data points for WSC customers.

Table.70; Overview of Training Data (PY 2022)

	Count	% of Total
Total Customers Served	13,015	--
Customers Trained	2,733	21%
Customer Group		
Adult	2,158	79%
Dislocated Worker	575	21%
Completion Status		
Successful completion	2,277	83%
System closed	183	7%
Dropped out of activity	105	4%
Unsuccessful completion	104	4%
Unknown status	7	0%
Blank	57	2%
10 Most Common Trainings (ONet Titles)		
Security Guards	699	26%
Heavy & Tractor-Trailer Truck Drivers	223	8%
Nursing Assistants	217	8%
Electrical Engineers	135	5%
Criminal Justice & Law Enforc Teachers	88	3%
Medical Assistants	76	3%
Construction Laborers	65	2%
Light Truck Drivers	52	2%
Machinists	49	2%
Cooks, All Other	42	2%

Note: There were missing data for 451 individuals

The analysis of customer training counts and percentages by SOC Job Family reveals that the WorkSource System has been focusing its training efforts on a diverse range of industries and occupations. The Protective Service job family, which includes positions such as security guards and law enforcement officers, accounted for the highest proportion of trained customers at 33%. This was followed by Healthcare Support occupations at 15%, which encompass roles such as medical assistants and nursing aides. The Transportation and Material Moving job family, including occupations like truck drivers and warehouse workers, ranked third with 14% of the total trained customers. Other notable job families include Architecture and Engineering (6%), Production (5%), Construction and Extraction (5%), and Education, Instruction, and Library (4%). These findings suggest that the WorkSource System prioritized training in sectors that were critical to the local economy and offered a range of employment opportunities for job seekers with varying skill levels and backgrounds.

Table.7 Customer Trainings by Job Family

SOC Job Family	of Customers	% of Customers
Protective Service	749	33%
Healthcare Supp.	353	15%
Transport. & Material Moving	325	14%
Architecture & Eng.	141	6%
Production	114	5%
Construction & Extraction	108	5%
Edu. Instruction & Library	90	4%
Healthcare Practitioners & Technical Occupations	85	4%
Food Prep. & Serving Related	51	2%
Computer & Mathematical	40	2%
Management	39	2%
Office & Admin. Supp.	36	2%
Business & Financial Ops.	31	1%
Building & Grounds Cleaning & Maintenance	30	1%
Installation, Maintenance, & Repair	25	1%
Arts, Design, Entertain., Sports, & Media	15	1%
Community & Social Service	13	1%
Life, Physical, & Social Science	12	1%
Personal Care & Service	10	0%
Legal	9	0%
Sales & Related	6	0%
Total	2,282	100.00%

Training Outcome Data

Though 140 different occupations were represented in these training data, 97 of them (70%) were pursued by four or fewer individuals. The 172 customers who pursued one of these 97 occupations only comprised 6% of all customers who received training. Therefore, to avoid generalizing based on small sample sizes, the analyses presented below only include trainings pursued by at least five WSC customers.

The analysis of training completion rates by occupation reveals notable variations in the success of different programs. Several occupations, such as Wind Turbine Service Technicians, Police and Sheriff’s Patrol Officers, and Operating Engineers and Other Construction Equipment Operators, have achieved impressive completion rates of over 90%. These high-performing programs span diverse sectors, including renewable energy, law enforcement, and construction, suggesting that the WorkSource System has been effective in designing and delivering training that meets the needs of these industries and their participants. On the other hand, some occupations, such as Licensed Practical and Licensed Vocational Nurses, Paralegals and Legal Assistants, and Emergency Medical Technicians, have completion rates below 55%. This indicates potential challenges in these programs, such as curriculum design, participant engagement, or alignment with industry requirements, which may require further investigation and improvement efforts to boost completion rates and ensure successful outcomes for trainees.

Trainings with over 90% completion rate:

- Wind Turbine Service Technicians
- Police & Sheriff’s Patrol Officers
- Operating Engineers & Other Construct Equip Operators
- Lathe & Turning Machine Tool Setters, Ops, & Tenders
- Transportation, Storage, & Distribution Mgrs
- Information Security Analysts
- Personal Care Aides
- Logistics Analysts
- Electrical Engineers

- *Cooks, All Other*
- *Bus Drivers, Transit & Intercity*
- *Security Guards*

- *Paralegals & Legal Assistants*
- *Emergency Medical Technicians*
- *Machinists*
- *Light Truck Drivers*
- *Transportation Workers, All Other*
- *Computer Network Support Specialists*

Trainings with less than 55% completion rate:

- *Licensed Practical & Licensed Vocational Nurses*

Before analyzing the training program and provider data, it is important to note that each WSC has a maximum training budget of \$7,500 per participant. In some instances, the amount spent on training programs exceeds this cap. This may occur due to a special exception granted by EWDD or because the training was funded partially or entirely by external sources outside of WIOA Title I, such as other grants or organizations. Since payer data was not available, however, the exact reason for exceeding the cap cannot be determined.

Program and Provider Performance

The top ten training programs demonstrated strong employment outcomes and cost-effectiveness. For example, the Culinary Art-Chef Assistant program had 27 participants, all of whom were hired, with 26 of those hires being directly related to the training. The program's cost per participant was \$3,770, which is relatively low considering the high hiring rate and training-related employment. Similarly, the Electrical Pre-Apprenticeship Preparation program had 135 participants, with 105 hired, all of which were training related. The program's cost per participant was only \$1,219, making it a highly cost-effective option.

On the other hand, the bottom ten training programs had lower hiring rates and weaker connections between training and employment. For instance, the Phlebotomy Technician program had 16 participants, only one of which was hired, and that hire was not related to the training. The program's cost per participant was \$2,044, which may not be justified given the low hiring rate and lack of training-related employment. The Computerized Medical Billing I program had a higher hiring rate (4 out of 7 participants), but the cost per participant was \$4,000, which is relatively high compared to some of the top-performing programs. Another, yet different example is the Security Officer Training program, which had a relatively high number of participants (186) but a lower hiring rate (67 out of 186) and a weaker connection between training and employment (50 out of 67 hires were training-related). The program's cost per participant was \$2,474, which was higher than some of the top-performing programs.

These findings suggest that the WorkSource System should focus on allocating resources to programs that have demonstrated strong employment outcomes and cost-effectiveness, while reassessing training programs that have not yielded desired results. By continuously evaluating and refining training programs and outcomes, the WorkSource System can maximize the return on investment of training dollars and support both short- and long-term outcomes for its customers.

Table.7 Top and Bottom Ten Training Programs

Training Program	Participants	Hires	% Hired	Training-Related Hires	% Training-Related Hires	Cost / Participant
TOP 10						
Culinary Art-Chef Assistant	27	27	100%	26	96%	\$3,770
Electrical Pre-Apprenticeship Prep.	135	105	78%	105	78%	\$1,219
Priv. Sec. Guard-Taser & Firearm	214	143	67%	141	66%	\$2,456
Manufacturing Academy	10	8	80%	8	80%	\$2,650

Heavy Equip. Oper. Truck Driver (L5)	11	8	73%	8	73%	\$34,499
Office Assistant OJT	42	32	76%	32	76%	\$0
MC3 Construction	53	29	55%	26	49%	\$1,348
Medical Assistant	43	22	51%	19	44%	\$3,516
40-Hr Guard Card	39	30	77%	27	69%	\$982
Priv. Sec. Guard	60	13	22%	13	22%	\$840

BOTTOM 10

Phlebotomy Technician	16	1	6%	0	0%	\$2,044
Computerized Medical Billing I	7	4	57%	4	57%	\$4,000
CompTIA, Network, Security Cert.	8	1	13%	0	0%	\$6,689
Commercial Drivers Train. Class A	47	11	23%	9	19%	\$5,668
Nurse Assistant	28	12	43%	12	43%	\$2,562
Security Officer 1	65	20	31%	20	31%	\$519
Security Training	77	32	42%	25	32%	\$1,938
Advanced Security Officer Training	13	3	23%	2	15%	\$2,519
Nursing Assistant (Hybrid)	78	32	41%	29	37%	\$3,272
Security Officer Training	186	67	36%	50	27%	\$2,474

Similar to the analysis of specific training programs, the analysis of specific training providers also reveals significant variations in effectiveness in terms of employment outcomes and cost-effectiveness. Among the top ten providers, Electrical Training Institute stands out with a high number of participants (135), an impressive 78% hiring rate, and a 78% training-related hire rate, all at a relatively low cost per participant of \$1,219. This suggests that the institute is delivering highly relevant and effective training that leads to successful job placements in the field. Other notable top performers include Integrated Digital Technologies (IDT), which achieved an 86% hiring rate and a 71% training-related hire rate, and American Trade Academy, which served a large number of participants (274) and achieved a 57% hiring rate and a 56% training-related hire rate at a reasonable cost per participant of \$2,102.

In contrast, the bottom ten training providers show less promising results. American College of Healthcare and Technology and L.A. Vocational Institute, for example, had no successful hires among their participants, despite relatively high costs per participant. Other providers, such as Los Angeles Career College Main and Loyola Marymount University LMU Extension, had low hiring rates and training-related hire rates, suggesting a weaker alignment between their training programs and the needs of the job market.

These findings underscore the importance of regularly evaluating the performance of training providers and making data-driven decisions about resource allocation and partnerships. By focusing on providers that consistently demonstrate strong employment outcomes and cost-effectiveness, the WorkSource System can optimize its impact on workforce development and help more participants achieve sustainable career success.

Table 7. Top and Bottom 10 Training Providers

Training Provider	Participants	Hires	% Hired	Training-Related Hires	% Training-Related Hires	Cost / Participant
TOP 10						
Electrical Training Institute	135	105	78%	105	78%	\$1,219
Integrated Digital Technologies	7	6	86%	5	71%	\$7,500
Avatara	26	15	58%	15	58%	\$0
American Trade Academy	274	156	57%	154	56%	\$2,102
Pathways College, Nursing & Healthcare Careers	6	4	67%	4	67%	\$3,272

East LA Occupational Center (LAUSD)	73	48	66%	43	59%	\$1,736
The Providence College	7	4	57%	4	57%	\$4,000
Westchester College of Nursing & Allied Health	22	12	55%	12	55%	\$2,800
College of Instrument Technology	19	12	63%	11	58%	\$23,788
Bentley-Forbes Security Training Academy Inc.	17	12	71%	11	65%	\$694

BOTTOM 10

American College of Healthcare & Technology	7	0	0%	0	0%	\$9,995
Coastline Community College	7	2	29%	0	0%	\$3,407
Healthcare Career College	6	1	17%	0	0%	\$2,088
L.A. Vocational Institute	10	0	0%	0	0%	\$2,073
Los Angeles Career College Main	16	1	6%	1	6%	\$1,943
Loyola Marymount University Extension	25	3	12%	1	4%	\$3,246
Monrovia Community Adult School	57	6	11%	6	11%	\$2,115
Nurses' Development Center	14	1	7%	1	7%	\$2,545
Universal Healthcare Careers College	7	1	14%	1	14%	\$11,446
Veterans & Youth Career Collaborative	38	7	18%	3	8%	\$2,285

Training.Data.Comparisons.across.Years;8674and.8688

The training data from 2018 and 2022 highlights significant shifts in the volume and focus of training programs accessed by WorkSource System customers.

In 2018, a total of 3,280 customers received training, representing approximately 15% of the 21,863 individuals served. In contrast, while fewer customers (2,733) received training in 2022, this group made up 21% of the total 13,015 customers served. This increase in proportional engagement with training programs may reflect a heightened post-pandemic emphasis on upskilling and reskilling.

The composition of participants by customer group also shifted during this period. In 2018, 74% of customers trained were adults (2,412), while 26% were dislocated workers (868). By 2022, the share of adults increased to 79% (2,158), while dislocated workers decreased to 21% (575). These changes suggest that workforce training efforts may have increasingly targeted adults seeking new skills or career changes rather than those displaced from previous jobs.

Completion rates remained consistently strong across both years. In 2018, 86% of participants successfully completed their training, compared to 83% in 2022. The proportion of individuals who dropped out or did not complete their training remained largely unchanged over time.

To better understand the evolving workforce landscape, it's important to examine shifts in the types of occupations pursued by WorkSource System customers between 2018 and 2022. A closer look at the distribution of training programs across various content areas reveals key patterns in workforce demands and emerging trends.

Protective Services – Security Guards and Related Occupations

- ▶ *The data shows a marked increase in participants for security and protective services roles. In 2018, a combined 705 participants were enrolled in training for Security Guards, Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers, and Criminal Justice and Law Enforcement Teachers. By 2022, this number rose to 820 participants, reflecting a 16% increase.*

- ▶ *Training for Security Guards alone doubled, rising from 7.7% of all training programs in 2018 to 15.3% in 2022. This surge suggests growing demand for public safety and security roles, likely driven by increased societal concerns and the expansion of security needs across various industries.*
- ▶ *Meanwhile, training for Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers saw a sharp decline, dropping from 3.7% in 2018 to just 0.7% in 2022. This indicates a shift away from recreational protective services toward more general security roles.*

This broader emphasis on security-related occupations reflects the WorkSource System's adaptation to the growing demand for safety personnel in both private security and law enforcement sectors.

Healthcare Roles – Nursing Assistants

- ▶ *Training for Nursing Assistants remained a stable priority across both years. In 2018, this program accounted for 4.8% of total training, only slightly decreasing to 4.75% by 2022. This consistency shows that healthcare continues to be a significant area of workforce development, though it did not see the same rapid growth as other sectors, such as security and logistics.*

Emerging Focus Areas

- ▶ *Heavy and Tractor-Trailer Truck Drivers: One of the most significant new additions in 2022 was training for Heavy and Tractor-Trailer Truck Drivers, which accounted for 4.75% of all training programs. This focus, entirely absent in 2018, likely reflects growing demand in transportation and logistics, driven by supply chain disruptions and the expansion of e-commerce.*
- ▶ *Jewelers and Precious Stone and Metal Workers: In 2022, Jewelers and Precious Stone and Metal Workers represented 1.2% of all training programs. While relatively niche, its emergence indicates a diversification in workforce training, suggesting a response to the increased demand for specialized craftsmanship and high-value goods production.*

Electrical Occupations

- ▶ *The total number of participants in electrical occupations (including electricians and related fields) decreased notably from 274 in 2018 to 138 in 2022.*
- ▶ *In 2018, electrical occupations accounted for 11% of all training programs. By 2022, however, this share had decreased to 6%, reflecting a diminished focus on traditional trades as other sectors, such as security and transportation, gained more attention.*

This reduction in the percentage of participants trained in electrical occupations highlights a shift away from traditional trade skills, as workforce training adapted to the demands of other emerging areas.

Broader Patterns

- ▶ *Security and Public Safety training surged in prominence, with roles like Security Guards and related occupations becoming the dominant focus by 2022. This substantial increase reflects heightened concerns about safety across various sectors.*
- ▶ *Logistics and Technical Trades saw notable growth, driven by the emergence of roles like Truck Drivers and specialized trades such as Jewelry Making. This shift highlights how workforce training is responding to changing supply chain needs and growing demand for specialized production skills.*

- ▶ *Healthcare training, though stable, did not see the same rapid growth as other sectors, indicating that while it remains a critical area, the expansion of training in other industries outpaced its growth.*

The placement data from 2018 and 2022 reveals key insights into the effectiveness of training programs and job placements for adult customers within the WorkSource System. Despite limitations in the dataset – such as missing data points – the following trends can be observed.

Overall Hires

- ▶ *In 2018, a total of 1,753 adult customers were placed in jobs after completing their training, accounting for 53% of all participants. By 2022, the number of hires dropped to 1,102, representing 40% of participants. This decrease in both the number and percentage of individuals hired post-training suggests that the overall labor market may have become more challenging, or fewer participants were placed due to economic shifts or changing industry demands. It's important to note that this decline could also reflect gaps in data collection or reporting.*

Training-Related Hires

- ▶ *The percentage of training-related placements, however, shows a positive trend. In 2018, 935 customers were placed in jobs directly related to their training, making up 51% of total hires. By 2022, although the overall number of hires decreased, the share of training-related hires increased significantly to 80%, with 886 customers placed in roles aligned with their training. This indicates that while fewer individuals were placed overall, the alignment between training and job placement improved, suggesting that the training programs offered in 2022 were more targeted and better aligned with available job opportunities.*

Average Hourly Wage

- ▶ *The average hourly placement wage also saw an improvement over the period. In 2018, the approximate average wage for placed customers was \$17.50 per hour, whereas in 2022, it increased to \$19.77 per hour. This rise in average wages reflects not only inflation but potentially a focus on higher-paying industries or jobs that require more specialized skills, which are often associated with higher wages.*

Key Takeaways

- ▶ *Fewer Hires, but More Training Alignment: The data suggests that while the number of hires decreased from 2018 to 2022, a greater percentage of these hires were training related. This shift indicates improved targeting of training programs, ensuring that more individuals were placed in jobs that directly utilized their training.*
- ▶ *Rising Wages: The increase in the average placement wage from \$17.50 to \$19.77 per hour suggests that training programs may be focusing on higher-skilled, better-paying job opportunities, potentially reflecting a shift in the labor market towards higher-wage industries.*
- ▶ *Data Limitations: It is important to recognize that the dataset is not perfect. Missing data points could mean that some placements or training-related outcomes are not captured, but the underlying trends remain clear.*

Employment Outcomes

The employment outcomes of individuals who received services from WSCs provide valuable insight into the effectiveness of these services in connecting customers with employment opportunities. In PY 2022, a total of 4,307 individuals entered employment, accounting for one third (33%) of the 13,015 individuals who received services. These employment outcomes demonstrate the critical role that WSCs play in facilitating job placements.

Before detailing the occupations and industries where customers found employment, an overview of the composition of the group who entered employment is provided, highlighting key characteristics such as demographics and employment-related data.

The data on individuals who entered employment while receiving services from a WSC provides a comprehensive overview of key demographic characteristics and employment outcomes:

- ▶ **Gender:** The distribution reveals that 56% of individuals were male (2,410), while 44% were female (1,887)
- ▶ **Race:** Black or African American participants represented the largest racial group, making up 35% (1,488 individuals) of the total. White individuals comprised 19% (808), while Asians and Multiracial individuals each accounted for 4% (188 and 173, respectively). Notably, a significant 38% of respondents (1,650) chose not to disclose their race
- ▶ **Ethnicity:** 47% of individuals identified as Hispanic/Latino (2,038), while 50% identified as Non-Hispanic/Latino (2,137). A small portion (3%, or 132 individuals) did not provide information about their ethnicity.
- ▶ **Customer Group:** Most customers who entered employment were in the Adult customer group, representing 83% (3,587) of the total, while Dislocated Workers accounted for 17% (720).

Employment outcomes highlight the value of WSC services:

- ▶ **Apprenticeship:** A small number of adult customers (3%; 128) entered employment through apprenticeship programs, reflecting a pathway that emphasizes practical, hands-on experience
- ▶ **Training-related Employment:** Just over one third of customers (34%; 1,476) who entered employment found the opportunity directly through the WIOA-subsidized training they completed, indicating the effectiveness of the programs in aligning skills with labor market demands
- ▶ **Work Conditions:** On average, individuals worked 35.4 hours per week, and their average hourly wage was \$20.22, suggesting that the jobs secured with the help of the WorkSource System offered close to full-time employment.

Overall, these findings demonstrate the role of WSCs in supporting diverse populations and facilitating successful employment outcomes, including a significant number of individuals who secured positions related to their training and others who found opportunities through apprenticeship programs.

While the average wage is above the minimum, it is important to note that a living wage in the Los Angeles Metropolitan (LA, Long Beach, and Anaheim) varies significantly depending on family circumstances, ranging from just under \$18 an hour (two adults, both working, no dependents) to nearly \$84 an hour (one adult, three children; MIT Living Wage Calculator, 2024). This indicates that while progress is being made, there is room for

improvement in ensuring that more individuals secure jobs that offer a true living wage, particularly for those with families to support.

Table.7 Characteristics of Adults Entering Employment

Characteristic	Count	%
Male	2410	56%
Female	1887	44%
Black	1488	35%
White	808	19%
Asian	188	4%
Multiracial	173	4%
Don't Wish to Answer	1650	38%
Hisp/Lat	2038	47%
Non-Hisp/Lat	2137	50%
Info. Not Provided	132	3%
Adult	3,587	83%
Dislocated Worker	720	17%
Apprenticeship	128	3%
Training-Related Emp.	1476	34%
Avg. # of Hrs / Week	35.4	
Avg. Hourly Wage	\$20.22	

The data on employment placements reveals that the top 20 occupations represent 62% of the total placements, while the top 20 industries account for 51% of the total. Across all placements, individuals were employed in a total of 403 different occupations within 390 distinct industries, demonstrating a diverse range of job opportunities.

Most Common Occupations

Among the most common occupations, Security Guards accounted for the highest share, with 1,132 individuals (26%) securing employment in this field. Healthcare roles, such as Nursing Assistants, represented 6% of placements. Other frequently occurring occupations include Retail Salespersons (4%), Office Clerks, General (3%), and Janitors & Cleaners (3%). Skilled trades such as Electricians (2%) and Heavy & Tractor-Trailer Truck Drivers (2%) also made up a significant portion of placements.

Table.7 Most Common Occupations

Occupation	Count	Percentage
Security Guards	1,132	26%
Nursing Assistants	279	6%
Retail Salespersons	154	4%
Office Clerks, General	143	3%
Janitors & Cleaners, Except Maids & Housekeeping Cleaners	115	3%
Heavy & Tractor-Trailer Truck Drivers	94	2%
Construction Laborers	91	2%
Customer Service Representatives	83	2%
Electricians	78	2%
Laborers & Freight, Stock, & Material Movers, H&	55	1%
Food Preparation Workers	52	1%

Grounds Maintenance Workers, All Other	50	1%
Medical Assistants	49	1%
Stockers & Order Fillers	48	1%
Landscaping & Groundskeeping Workers	46	1%
Jewelers & Precious Stone & Metal Workers	43	1%
Home Health Aides	42	1%
First-Line Supervisors of Security Workers	42	1%
Cashiers	39	1%
Driver/Sales Workers	36	1%
Total	2,671	62%

Most Common Industries

In terms of industries, Security Guards & Patrol Services employed 1,011 individuals (46%), indicating a strong demand for security-related services. Healthcare also played a significant role, with General Medical & Surgical Hospitals (7%) and Nursing Care Facilities (3%) being key employers. The broader Health Care & Social Assistance sector accounted for 5% of placements.

Other notable industries included Electrical Contractors (5%) and Used Merchandise Retailers (5%), along with sectors such as Construction (4%) and Accommodation & Food Services (2%). These top 20 industries reflect the workforce trends and needs in security, healthcare, and essential services.

Overall, this analysis highlights a concentration of placements in certain sectors, particularly security and healthcare, while showcasing the range of industries that provide employment opportunities.

Table.86; Most Common Industries

Industry	Count	Percentage
561612 - Security Guards & Patrol Services	1,011	46%
622110 - General Medical & Surgical Hospitals	147	7%
62 - Health Care & Social Assistance	120	5%
459510 - Used Merchandise Retailers	102	5%
238210 - Electrical Contractors	100	5%
23 - Construction	95	4%
711410 - Agents & Managers for Artists, Athletes, Entertainers, & Other Public Figures	78	4%
623110 - Nursing Care Facilities (Skilled Nursing Facilities)	70	3%
81 - Other Services (except Public Administration)	55	2%
561720 - Janitorial Services	50	2%
72 - Accommodation & Food Services	48	2%
238320 - Painting & Wall Covering Contractors	44	2%
561311 - Employment Placement Agencies	42	2%
455110 - Department Stores	39	2%
561320 - Temporary Help Services	38	2%
48-49 - Transportation & Warehousing	37	2%
722511 - Full-Service Restaurants	37	2%
56172 - Janitorial Services	35	2%
611110 - Elementary & Secondary Schools	30	1%
339999 - All Other Miscellaneous Manufacturing	30	1%
Total	2,208	51%

Employment.Data.Comparisons.across.Years,8674and.8688

Following the overview of employment data and outcomes in 2022, it is instructive to compare these outcomes with those of 2018. Analyzing data across these two years provides insight into trends in service delivery and outcomes within the WorkSource System. The following section highlights key differences between the two periods in terms of employment rates, demographic characteristics, and job outcomes.

In 2018, the WorkSource System served 21,863 customers, of whom 32.6% (7,132 individuals) entered employment. By contrast, in 2022, the system served fewer customers, with 13,015 individuals receiving services, but a similar percentage – 33.1% (4,307 individuals) – entered employment. While the total number of individuals served decreased by approximately 40% between the two years, the rate at which customers obtained employment remained stable, indicating consistent effectiveness in supporting job placements.

A closer look at the demographic and employment-related characteristics of participants reveals several key shifts between 2018 and 2022:

- ▶ **Gender:** In 2022, 56% of individuals entering employment were male, an increase from 48% in 2018. Conversely, the proportion of female participants decreased from 52% to 44% during the same period. This marks a significant change in the gender distribution of employed participants
- ▶ **Race:** The racial composition of participants also saw changes between the two years. In 2022, 35% of individuals entering employment identified as Black or African American, compared to 29% in 2018—a 6 percentage point increase. The proportion of White participants declined slightly from 21% in 2018 to 19% in 2022. The percentage of Asian participants remained consistent at 4%, while the proportion of individuals who chose not to disclose their race decreased from 42% in 2018 to 38% in 2022.
- ▶ **Ethnicity:** Hispanic/Latino representation increased modestly, rising from 44% in 2018 to 47% in 2022. In contrast, the percentage of Non-Hispanic/Latino participants decreased from 50% to 47%. These figures reflect slight shifts in the ethnic makeup of those entering employment.
- ▶ **Customer Group:** Among participants, the proportion classified as Adult increased from 77% in 2018 to 83% in 2022, while the share of Dislocated Workers decreased from 23% to 17%. This change suggests a shift in the composition of customers being served, with a greater focus on adults seeking career advancement or reentry into the workforce.
- ▶ **Apprenticeships and Training-Related Employment:** Apprenticeship placements remained stable at 3% across both years. However, the percentage of individuals securing employment related to the training they received increased significantly from 17% in 2018 to 34% in 2022. This doubling of training-related employment highlights an improvement in the alignment between training programs and job outcomes.
- ▶ **Work Conditions:** The average number of hours worked per week increased from 33.7 in 2018 to 35.4 in 2022. Additionally, the average hourly wage rose from \$16.54 to \$20.22.

While the demographic trends provide some insights into changes in employment outcomes between 2018 and 2022, further analysis of the occupations and industries where WorkSource customers found jobs offers additional context.

A comparison of the most common occupations and industries in 2018 and 2022 reveals several notable patterns and shifts in the types of jobs secured by WorkSource customers and the industries in which they were employed. This analysis highlights both areas of continuity and significant changes in employment outcomes over time.

Occupations

In both 2018 and 2022, the occupation of Security Guards remained the most common job for WorkSource customers who entered employment. In 2018, 15% of individuals entering employment took positions as security guards, while this figure increased significantly to 26% in 2022. This substantial rise suggests a heightened demand for security personnel during the latter period.

Another occupation that saw continued demand in both years was Nursing Assistants. While this role accounted for 4% of employment in 2018, it grew to 6% in 2022. Similarly, Retail Salespersons remained a common occupation, though it decreased slightly from 3% in 2018 to 4% in 2022.

Some shifts in occupational focus are also evident. For example, the role of Customer Service Representatives, which made up 4% of the jobs in 2018, dropped to 2% by 2022. In contrast, Heavy and Tractor-Trailer Truck Drivers saw an increase in representation, from 1% in 2018 to 2% in 2022. Additionally, new occupations such as Food Preparation Workers and Medical Assistants appeared among the top 20 occupations in 2022, reflecting changes in the types of jobs secured by participants over time.

Overall, there was a slight reduction in the number of different occupations across the two years. In 2018, there were 515 distinct occupations, whereas this number fell to 403 in 2022. This reduction suggests that employment became more concentrated in a narrower range of job types during the later period, possibly reflecting shifts in labor demand.

Industries

The most common industries for WorkSource customers entering employment also shifted between 2018 and 2022. In both years, Security Guards and Patrol Services was the largest industry, increasing from 19% of employment in 2018 to 46% in 2022. This dramatic growth mirrors the surge in demand for security-related occupations noted earlier.

Several industries maintained a consistent presence across both years. For example, Electrical Contractors remained a significant source of employment, accounting for 4% of jobs in both 2018 and 2022. Similarly, industries related to Nursing Care Facilities and Health Care and Social Assistance remained stable across the two years, reflecting ongoing demand for healthcare workers.

At the same time, new industries emerged in 2022, such as Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures and Janitorial Services, indicating diversification in the sectors where WorkSource customers found employment. However, the overall number of industries represented decreased from 473 in 2018 to 390 in 2022, suggesting a trend toward greater concentration in certain key industries.

GEOSPATIAL ANALYSIS

This analysis examines the distribution of WSCs in relation to the average percentage of households living below the poverty line in each of the 35 Community Plan Areas (CPAs) in the City of LA. The objective is to

assess whether the current placement of WSCs aligns with areas of highest poverty, ensuring that resources are strategically allocated to communities with the greatest need.

The analysis was conducted using data on the average percentage of households living below the poverty in each CPA. The data also included information on the current number of WSCs located within each CPA. The CPAs were ranked in descending order based on their poverty rates, and the distribution of WSCs was examined in relation to these rankings. The findings are summarized below:

- ▶ The distribution of WSCs across the City of LA does not consistently prioritize areas with the highest poverty rates. Among the top five CPAs with the highest poverty rates, only Southeast LA (28.0% poverty rate) and Westlake (28.4% poverty rate) have WSCs, with two and one centers, respectively. Notably, Central City (30.4% poverty rate), Central City North (29.5% poverty rate), and Westwood (26.6% poverty rate) do not have any WSCs despite their high levels of poverty.
- ▶ South LA, which has the sixth-highest poverty rate at 25.2%, stands out as having the highest concentration of WSCs, with three centers located in the area. While this demonstrates a commitment to serving this community, it raises questions about the allocation of resources and whether they could be more evenly distributed to other high-poverty CPAs.
- ▶ Several CPAs with relatively high poverty rates, such as Boyle Heights (23.0%), West Adams-Baldwin Hills-Leimert (18.2%), and Wilmington - Harbor City (16.8%), have either one or no WSCs. This highlights potential gaps in service provision for these communities.
- ▶ Conversely, some CPAs with lower poverty rates, including San Pedro (13.5%), Sylmar (13.4%), Sun Valley - La Tuna Canyon (12.7%), Canoga Park - Winnetka - Woodland Hills - West Hills (12.4%), Hollywood (11.0%), and West LA (7.1%), have one WSC each.

Although ensuring access to workforce development services across the city is crucial, the presence of WSCs in these lower-poverty areas suggests an opportunity to reassess resource allocation and prioritize communities with higher poverty rates.

The analysis of the distribution of WSC in the City of Los Angeles reveals opportunities to better align the placement of these centers with areas of highest poverty. By strategically allocating resources and prioritizing communities with the greatest need, the City can enhance the effectiveness of its workforce development efforts and promote economic well-being for its most vulnerable residents.

Table.87; Percentage of Households Below Poverty by Community Plan Area

Poverty Rank	Community Plan Area	% of HHs Below Pov (Avg)	Current WSCs
1	Central City	30.4%	0
2	Central City North	29.5%	0
3	Westlake	28.4%	1
4	Southeast LA	28.0%	2
5	Westwood	26.6%	0
6	South LA	25.2%	3
7	Boyle Heights	23.0%	1
8	West Adams-Baldwin Hills-Leimert	18.2%	0

9	Wilmington - Harbor City	16.8%	0
10	North Hollywood - Valley Village	16.4%	0
11	Van Nuys - North Sherman Oaks	15.7%	0
12	Mission Hills - Panorama City - North Hills	15.7%	0
13	Harbor Gateway	15.5%	0
14	Northeast LA	15.0%	1
15	Northridge	14.1%	0
16	Arleta - Pacoima	13.6%	0
17	San Pedro	13.5%	1
18	Sylmar	13.4%	1
19	Reseda - West Van Nuys	13.0%	0
20	Sun Valley - La Tuna Canyon	12.7%	1
21	Canoga Park - Winnetka - Woodland Hills - West Hills	12.4%	1
22	Silver Lake - Echo Park - Elysian Valley	11.1%	0
23	Hollywood	11.0%	1
24	Wilshire	10.7%	0
25	Palms - Mar Vista - Del Rey	10.1%	0
26	Venice	9.6%	0
27	Granada Hills - Knollwood	8.2%	0
28	Encino - Tarzana	8.1%	0
29	Sherman Oaks - Studio City - Toluca Lake - Cahuenga Pass	7.2%	0
30	West LA	7.1%	1
31	Sunland - Tujunga - Lake View Terrace - Shadow Hills - E. La Tuna Canyon	6.9%	0
32	Bel Air - Beverly Crest	6.3%	0
33	Westchester - Playa del Rey	5.8%	0
34	Brentwood - Pacific Palisades	5.4%	0
35	Chatsworth - Porter Ranch	4.7%	0

The data provided gives an overview of the socioeconomic conditions in the Community Plan Areas (CPAs) where WSCs are currently located. The analysis includes the average percentage of households below the poverty line, the poverty rank among all CPAs, and various indicators such as unemployment, homelessness, mental health professional shortage, the Healthy Places Index (HPI), the LA Equity Index, and the Community Health & Equity Index.

- ▶ Southeast LA and South LA have the highest poverty rates among the CPAs with WSCs, at 28.0% and 25.2%, respectively. These areas face high levels of unemployment, homelessness, and mental health professional shortages, along with low scores on the Healthy Places Index (HPI), LA Equity Index, and Community Health & Equity Index, indicating significant socioeconomic challenges.
- ▶ Boyle Heights, with a poverty rate of 23.0%, also exhibits high levels of unemployment, homelessness, and mental health professional shortages, as well as low scores on the HPI, LA Equity Index, and Community Health & Equity Index, similar to Southeast LA and South LA.
- ▶ Westlake has a high poverty rate of 28.4% but shows moderate levels of unemployment, homelessness, and mental health professional shortages, along with moderate scores on the HPI, LA Equity Index, and Community Health & Equity Index.

- ▶ Northeast LA, San Pedro, Sylmar, Sun Valley - La Tuna Canyon, and Hollywood have moderate poverty rates ranging from 11.0% to 15.0%. These CPAs also have moderate levels of unemployment, homelessness, and mental health professional shortages, as well as moderate scores on the HPI, LA Equity Index, and Community Health & Equity Index.
- ▶ Canoga Park - Winnetka - Woodland Hills - West Hills and West LA have lower poverty rates of 12.4% and 7.1%, respectively. These CPAs have low levels of unemployment, homelessness, and mental health professional shortages, along with high scores on the HPI and Community Health & Equity Index, and low scores on the LA Equity Index.

The data highlights the disparities among the CPAs where WSCs are located, with Southeast LA, South LA, and Boyle Heights facing the most significant socioeconomic challenges.

Table.88; Overview of Socioeconomic Conditions by Community Plan Area

Community Plan Area	Avg % of HH Below Pov	Unemploy.	Homelessness	Mental Health Prof. Shortage	HPI	LA Equity Index	Community Health & Equity Index
Westlake	28.4%	Med	Med	Med	Med	Med	Med
Southeast LA	28.0%	High	High	High	Low	High	Low
South LA	25.2%	High	High	High	Low	High	Low
Boyle Heights	23.0%	High	High	High	Low	High	Low
Northeast LA	15.0%	Med	Med	Med	Med	Med	Med
San Pedro	13.5%	Med	Med	Med	Med	Med	Med
Sylmar	13.4%	Med	Med	Med	Med	Med	Med
Sun Valley - La Tuna Canyon	12.7%	Med	Med	Med	Med	Med	Med
Canoga Park - Winnetka - Woodland Hills - West Hills	12.4%	Low	Low	Low	High	Low	High
Hollywood	11.0%	Med	Med	Med	Med	Med	Med
West LA	7.1%	Low	Low	Low	High	Low	High

SYSTEM STRENGTHS, SUCCESSES, CHALLENGES, AND OPPORTUNITIES FOR IMPROVEMENT

The comprehensive evaluation of the City of Los Angeles' WorkSource System has yielded valuable insights into the system's strengths, successes, challenges, and opportunities for growth. By examining the system's performance through the lens of the evaluation framework, which encompasses funding, staff human capital management, location, stakeholder engagement and collaboration, service delivery and outcomes, and performance goals and evaluation, we have gained a nuanced understanding of the factors that contribute to the system's effectiveness and the areas where improvements can be made. This section presents a detailed analysis of the evaluation results, highlighting the WorkSource System's key achievements and the critical challenges that must be addressed to ensure that it continues to meet the evolving needs of job seekers, businesses, and the broader Los Angeles community.

System.Strengths.and.Successes

- ⤴ **Consistently Meets or Exceeds Goals:** Since its 2014 shift to focus on adults with high barriers to employment, the WorkSource System has consistently excelled in serving diverse job seekers and businesses. Despite this challenging mission, the system continues to meet or exceed many performance targets, demonstrating its resilience and adaptability. By maintaining strong outcomes while prioritizing high-need populations, the WorkSource System effectively promotes inclusive workforce development and expands economic opportunities for Angelenos.
- ⤴ **Comprehensive Service Delivery:** Over the past decade, the WorkSource System has served tens of thousands of Angelenos across Los Angeles, offering far more than just job placement services. Its comprehensive approach provides individualized support through assessments, training programs, career counseling, and strong employer partnerships. This holistic strategy not only addresses the diverse needs of job seekers – from basic skills development to overcoming complex barriers to employment – but also helps meet the evolving talent requirements of local businesses. By tailoring its services to both individual and industry needs, the WorkSource System has become a crucial resource for workforce development throughout the city.
- ⤴ **Dedicated and Caring Staff:** The WSCs are staffed and lead by dedicated professionals who genuinely care about their customers and go above and beyond to provide support and assistance. Many staff members have deep roots in the communities they serve and bring a wealth of experience and commitment to their roles.
- ⤴ **Robust Governance and Support Structure:** The WorkSource System benefits from a comprehensive framework of management, support, and guidance. Key stakeholders provide consistent oversight and direction, fostering an environment that promotes continuous improvement, measured risk-taking, and high performance. This collaborative approach ensures that the system remains responsive to changing needs and maintains its effectiveness in serving the community.
- ⤴ **Strong Educational Partnerships:** The WorkSource System has established robust partnerships with educational institutions, including community colleges and LAUSD. Several WSCs are co-located on community college campuses, and each center has an educational navigator from LAUSD to support customers in accessing educational opportunities and resources.
- ⤴ **Emphasis on Equity and Inclusion:** The WorkSource System has demonstrated a commitment to serving diverse populations and communities, with a focus on providing accessible and culturally responsive services. The centers have implemented specialized programs and partnerships to support job seekers with unique needs, such as English language learners, veterans, and individuals with disabilities.
- ⤴ **Co-Location with Partner Agencies:** WSCs that are co-located with other partner agencies, such as community colleges, social service providers, or government agencies, have reported benefits in terms of increased collaboration, resource sharing, and customer access to a wider range of services.
- ⤴ **Integrated Service Delivery:** The WorkSource System implements an integrated service delivery model, bringing together multiple partners and resources under one roof to provide coordinated services to customers. This approach has shown promise in improving efficiency, reducing duplication, and enhancing the customer experience.

Challenges and Opportunities for Improvement

- ✦ **Funding and Resource Constraints:** Despite its strong performance overall, the WorkSource System faces significant funding constraints that limit its ability to fully meet the diverse needs of job seekers and businesses. The current funding levels restrict investments in staff, technology, and specialized programs, which can impact the depth and quality of services provided.
- ✦ **Limited Collaboration and Siloed Operations within WorkSource System:** The centers often operate in silos, with limited collaboration and information sharing among them. The system's design tends to foster competition rather than collaboration, creating an environment that hinders cooperation and the sharing of best practices. This situation is exacerbated by the already constrained funding environment, which can further incentivize centers to prioritize their individual needs over system-wide cooperation.
- ✦ **Staff Retention and Support:** High staff turnover rates and limited opportunities for professional development pose challenges for maintaining a skilled and experienced workforce. Low wages, demanding workloads, and a lack of career advancement pathways contribute to staff burnout and attrition, which can disrupt service continuity and quality.
- ✦ **Variability in Cost Allocations:** Despite limited funding, an analysis of WSC budgets reveals significant differences in cost allocations. Some centers, for example, allocate between 15-20% of their budget on facilities, while others allocate much less. This variability impacts the amount of money available for customer services.
- ✦ **Variation in Service Delivery:** While the WorkSource System as a whole performs well, there is notable variation in the effectiveness and outcomes of individual WSCs. Some centers consistently exceed performance targets, while others struggle to meet goals, leading to inconsistencies in the quality and accessibility of services across different locations.
- ✦ **Minimal Integration within Larger Service System:** Currently, the communication, coordination, and collaboration between the WorkSource System and other service systems – YouthSource, BusinessSource, and FamilySource – is inadequate. Low integration results in fragmented service delivery and missed opportunities for leveraging and saving resources and expertise across these interconnected programs. Though there are exceptions, there is no real broader strategic framework in place to ensure consistent and effective collaboration across these systems.
- ✦ **Limited Employer Engagement:** Although the WorkSource System has made efforts to engage businesses and align services with industry needs, there is room for improvement in fostering deep, long-term partnerships with employers. Some centers have faced challenges in effectively communicating the value of their services to businesses and sustaining meaningful collaborations beyond immediate hiring needs.
- ✦ **Overemphasis on Performance Goals:** The system's hyper-focus on performance goals often diverts resources, efforts, and attention from the more meaningful objectives related to the outcomes of, and impact on, customers. At one point or another, many (if not all) WSC directors have highlighted that the current performance targets are excessively high, while budgets remain insufficient. As a result, centers are compelled to serve a higher number of clients rapidly, limiting the opportunity to provide the in-depth, high-quality services that many clients need.

- ⤴ **Need for Evidence-Based Definitions of Performance:** Despite the WSC annual evaluations, there is still no concrete, evidence-based understanding of what makes a high-functioning, high-performing WSC truly great. This knowledge gap restricts the ability to (1) accurately differentiate between great WSCs and others, and (2) replicate successful models and practices and elevate the overall system's effectiveness.
- ⤴ **Need for Enhanced Virtual Services:** The COVID-19 pandemic has underscored the importance of having robust virtual service delivery options to ensure accessibility and continuity of services. While the WorkSource System has made strides in adapting to remote service delivery, there are opportunities to further enhance virtual platforms, digital resources, and staff capacity to effectively serve customers in a virtual environment.
- ⤴ **Service Customization for Key Populations:** Although the WorkSource System serves a diverse range of job seekers, including those with significant barriers to employment, there is a need for more intensive, specialized services to fully address the unique needs of these populations. Limited resources, staff capacity, and an overemphasis on meeting enrollment goals can and does constrain the ability to provide the level of customized support that high-need individuals may require to achieve successful outcomes.

COMPARING THE CURRENT AND FUTURE WORKSOURCE SYSTEMS: KEY RECOMMENDATIONS

Based on the comprehensive evaluation of the City of Los Angeles' WorkSource System, and guided by the evaluation framework encompassing Funding, Staff Human Capital Management, Location, Stakeholder Engagement & Collaboration, Service Delivery & Outcomes, and Performance Goals & Evaluation, we present the following recommendations. These recommendations aim to address the identified challenges and opportunities for improvement, while leveraging the system's strengths and assets to create a more effective, equitable, and responsive workforce development system.

Table.89: Recommendations Relative to the Current WorkSource System

FUNDING	
Current	Future
<ul style="list-style-type: none"> ⤴ Each WSC receives approximately \$1.1 million in funding from the City of Los Angeles, with a total budget of \$16.9 million for the entire system. ⤴ Existing guidelines require WSCs to allocate funds according to specific categories, such as administration, personnel, supportive services, and leveraged resources. ⤴ At least 30% of the City's share and 14% of leveraged funds must be spent on training services. 	<ul style="list-style-type: none"> ⤴ Optimize funding by reducing the number of WSCs, allowing for deeper investments in fewer centers to enhance the overall quality of services provided. ⤴ Fund all remaining WSCs equally at \$1.5-\$2 million, regardless of their service area, while emphasizing the importance of leveraging additional resources to serve all those in need. ⤴ Maintain the required leveraging of resources and the caps on administrative, facility, and participant-related costs to ensure that funds are directed towards high-impact services. ⤴ Consider re-implementing an "Incentive Fund" that provides additional funds to WSCs based on their

performance in meeting equity goals and effectively serving the highest-need populations.

STAFF HUMAN CAPITAL MANAGEMENT

Current

Future

- ⤴ Challenges related to pay equity, with the average case manager or job developer earning \$22 per hour, significantly lower than the living wage for a single adult with one child in Los Angeles.
- ⤴ High workloads, lack of professional development opportunities, and high staff turnover rates impact the quality and consistency of services provided.

- ⤴ Require an hourly living wage rate for all WSC staff providing direct program services to ensure adequate compensation and promote retention.
- ⤴ Establish a minimum number of full-time case managers and job developers at each WSC to effectively handle workloads and provide high-quality services.
- ⤴ Develop a formal training academy within EWDD to certify case managers and provide ongoing professional development opportunities.
- ⤴ Explore the creation of formal apprenticeship programs for case managers, drawing on the experience of similar initiatives on the youth side of the workforce system.
- ⤴ Implement a tiered service system that aligns the intensity and specialization of services with the needs of different job seeker populations, allowing for more efficient allocation of staff resources.
- ⤴ Enhance support for WSC staff through EWDD-led initiatives, such as incentivizing higher wages, promoting professional development, supporting workload management, creating a positive work environment, providing guidelines for comprehensive benefits, and implementing regular feedback and evaluation processes.

LOCATION

Current

Future

- ⤴ 15 WSCs are generally located in areas with the greatest need, with some exceptions in the West Valley and West Los Angeles regions.
- ⤴ Virtual service delivery exists but lacks standardized workflows and faces challenges related to the digital divide and potential safety concerns for job seekers visiting WSCs in person.

- ⤴ Continue to utilize the seven Area Planning Commissions (APCs) to identify areas with the greatest need and ensure that all WSCs have adequate space for intake, assessment, case management, and classroom training.
- ⤴ Maintain the requirement for WSCs to be located close to public transportation and provide adequate customer parking to facilitate access for job seekers.

	<ul style="list-style-type: none"> ⤴ Fund the development and implementation of a "City AJCC-LA App" to facilitate city-wide service access, particularly for job seekers who face barriers to in-person services. ⤴ Expand the existing partnership with the City Library Department by establishing multiple library branches as WSC affiliate centers, leveraging their geographic reach and community presence.
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STAKEHOLDER ENGAGEMENT & COLLABORATION

Current

Future

<ul style="list-style-type: none"> ⤴ Progress in establishing partnerships and implementing an Integrated Service Delivery (ISD) model, but challenges remain in areas such as employer engagement, the division of responsibilities among partners, and the siloing of workforce development efforts across city departments. 	<ul style="list-style-type: none"> ⤴ Launch a joint effort by the Mayor's Office, the Los Angeles Workforce Development Board (WDB), and EWDD to develop and implement a strategy for partnering with the largest employers in the region, focusing on establishing long-term, mutually beneficial relationships that create pipelines for high-quality employment opportunities. ⤴ Require all WSCs to establish working relationships with at least one major employer in their service area, such as universities, hospitals, or large private-sector companies, to identify skills gaps, develop customized training programs, and create direct pathways to employment for job seekers. ⤴ Expand existing programs that create alternate pathways into civil service employment, such as the Targeted Local Hire and Bridge to Jobs initiatives, by increasing collaboration with other City departments. ⤴ Formally adopt the High Road Training Partnership (H RTP) model across the WorkSource System, emphasizing the development of registered apprenticeship programs in collaboration with labor unions, employers, and education providers. ⤴ Mandate collaboration among WSCs by adopting the LA:RISE model of monthly meetings with all service providers to share information about customers and programs, reducing duplication of efforts and facilitating the sharing of best practices. ⤴ Foster strategic collaboration between WorkSource, YouthSource, BusinessSource, and FamilySource systems by developing a comprehensive strategic framework, implementing regular inter-system meetings, creating an integrated case management
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system, offering cross-training programs, and developing collaborative outreach and marketing initiatives.

SERVICE DELIVERY & OUTCOMES

Current

Future

- ⤴ Provides a standardized menu of services across all WSCs, with identical goals and targets for enrollments, training, and job placements.
- ⤴ Actual performance varies significantly among WSCs, and there is a need to better tailor services to the unique needs of different job seeker populations.

- ⤴ Ensure that WSCs have experienced, well-compensated program staff to promote retention and high-quality service delivery, aligning with the proposed minimum wage rate and professional development investments.
- ⤴ Develop and implement a "City AJCC-LA App" to facilitate easy access to services, both in-person and virtually, with features such as multi-language support, online assessments, and virtual case management.
- ⤴ Partner with County AJCCs to deliver coordinated virtual services, leveraging their expertise and resources to expand the reach and impact of online workforce development programs.
- ⤴ Differentiate between enrollments and services to better capture the unique needs and experiences of job seekers, establishing separate targets and tracking mechanisms for basic career services, individualized career services, and training services.
- ⤴ Shift focus from enrollment to outcomes and impact by adjusting performance metrics to prioritize successful job placements and long-term employment outcomes over enrollment numbers, developing outcome-based goals, and incentivizing quality over quantity.
- ⤴ Tailor services to meet the needs of diverse job seekers by developing specialized programs for populations with significant barriers to employment, enhancing staff capacity through targeted training, and allocating resources based on need.

PERFORMANCE GOALS & EVALUATION

Current

Future

- ⤴ All WSCs are evaluated through a Local Annual Performance Evaluation that incorporates federal WIOA measures and local

- ⤴ Continue to require all WSCs to contribute to the City's success in meeting federal WIOA performance standards while developing additional local measures

<p>"real-time" indicators focused on success in meeting service and outcome goals.</p> <ul style="list-style-type: none"> ⤴ The current system is perceived as overly prescriptive, with high performance goals that may limit the time spent with individual customers and fail to account for the unique challenges faced by different job seeker populations. ⤴ There is no concrete, evidence-based understanding of what makes a high-functioning, high-performing WSC, limiting the ability to accurately differentiate between centers and replicate successful practices. 	<p>that capture the unique priorities and needs of the Los Angeles workforce development system.</p> <ul style="list-style-type: none"> ⤴ Revise the Local Annual Performance Evaluation process to incorporate more flexible, population-specific goals that account for the varying levels of support needed by different job seeker groups, establishing separate performance targets for high-barrier populations. ⤴ Develop a new "Program Benefit" metric that measures the impact of earnings generated through WSC placements against program expenditures, demonstrating the return on investment of workforce development services. ⤴ Design performance goals and evaluation processes that incentivize collaboration and system-wide improvement, rather than fostering competition among individual WSCs, by establishing shared performance targets, rewarding the achievement of collective goals, and prioritizing continuous improvement and innovation. ⤴ Provide technical assistance and support to WSCs to help them adapt to the revised performance goals and evaluation processes. ⤴ Conduct an in-depth study to define and measure WSC performance, identifying the key characteristics, practices, and strategies that set high-performing centers apart. Use the findings to refine evaluation processes, provide targeted support to WSCs, inform future procurement processes, and drive continuous improvement and innovation across the WorkSource System.
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By implementing these recommendations, the City of Los Angeles can transform its WorkSource System into a more effective, equitable, and responsive network that better serves the needs of job seekers, employers, and the broader community. The redesigned system will prioritize the delivery of high-quality, tailored services to those with the greatest barriers to employment while fostering collaboration, innovation, and continuous improvement across the workforce development ecosystem.

CONCLUSION

The comprehensive evaluation of the City of Los Angeles' WorkSource System has revealed a network of dedicated professionals, innovative programs, and strong partnerships that have made significant strides in connecting job seekers to employment opportunities and supporting the needs of businesses. However, the

system also faces persistent challenges, including insufficient funding, staffing instability, fragmented service delivery, and disparities in access and outcomes for underserved populations.

This report has presented a set of actionable recommendations to guide the redesign and improvement of the WorkSource System, focusing on six key areas: funding, staff human capital management, location, stakeholder engagement and collaboration, service delivery and outcomes, and performance goals and evaluation. By implementing these recommendations, the City of Los Angeles can create a more effective, efficient, and equitable workforce development system that better meets the needs of job seekers, businesses, and communities.

The proposed recommendations aim to optimize the allocation of funding, invest in staff development and retention, enhance access to services through strategic location and technology, foster deep collaboration among partners, tailor services to the unique needs of diverse job seekers, and align performance goals with meaningful outcomes and impact. Central to these recommendations is a commitment to prioritizing the needs of the most vulnerable populations, ensuring that the WorkSource System is a powerful tool for promoting economic mobility and reducing inequities in the labor market.

Implementing these recommendations will require a significant investment of time, resources, and political will. It will also require the active engagement and collaboration of a wide range of stakeholders, including EWDD, the Workforce Development Board, WSC leadership and staff, education and training partners, employers, community-based organizations, and policymakers. The city must approach this redesign effort as a shared responsibility and a collective opportunity to build a stronger, more resilient, and more inclusive workforce development system.

The COVID-19 pandemic has underscored the critical importance of a responsive and adaptable workforce development system that can support workers and businesses in navigating economic disruptions and transitions. At the same time, the heightened focus on racial and economic justice in the wake of the pandemic has highlighted the urgent need to address longstanding disparities and ensure that all Angelenos have access to the skills, supports, and opportunities they need to thrive in the workforce.

The WorkSource System redesign effort represents a pivotal moment for the City of Los Angeles to reimagine its workforce development infrastructure and align it with the needs and aspirations of the 21st-century economy. By embracing the findings and recommendations presented in this report, and committing to an ambitious and sustained process of system transformation, the city can position itself as a national leader in inclusive, effective, and equitable workforce development.

To maintain the momentum and ensure the successful implementation of the WorkSource System redesign, the city should take the following next steps:

- ✦ Present the findings and recommendations to key decision-makers, including the Mayor, City Council, and Workforce Development Board, to build political support and secure resources for implementation.
- ✦ Establish a dedicated implementation task force, with representatives from EWDD, WSCs, partners, and other key stakeholders, to develop detailed action plans and oversee the redesign process.
- ✦ Communicate the vision, goals, and timeline for the redesign effort to all stakeholders, and engage them in ongoing dialogue and feedback to ensure buy-in and shared ownership.
- ✦ Prioritize and sequence the implementation of recommendations based on impact, feasibility, and available resources, and develop clear metrics and milestones to track progress and accountability.

- ✦ Invest in ongoing data collection, analysis, and evaluation to assess the effectiveness of the redesign efforts, identify areas for continuous improvement, and share best practices and lessons learned with the broader workforce development community.

In conclusion, the City of Los Angeles has a unique opportunity to transform its WorkSource System into a national model for inclusive, effective, and equitable workforce development. By embracing the recommendations and next steps outlined in this report, and by mobilizing the collective expertise, resources, and commitment of its diverse stakeholders, the city can create a workforce development system that truly works for all Angelenos and sets a new standard for the nation. The time for action is now, and the stakes could not be higher. With bold leadership, innovative thinking, and unwavering dedication to the promise of opportunity for all, the City of Los Angeles can build a brighter, more prosperous future for its workers, businesses, and communities.

DRAFT

APPENDIX A. TRAINING JOB FAMILIES AND TRAININGS (2022)

SOC Job Family	Training	# of Customers	% of Customers	SOC Job Family	Training	# of Customers	% of Customers	
Architecture & Eng.	Electrical Pre-Apprenticeship Prep	135	5.90%	Installation, Mainten., & Repair	Local Prog.	13	0.60%	
	Occup. Safety & Health Mgrs	2	0.10%		Renewable Energy & Comms. Tower Tech.	3	0.10%	
	Occup. Skills/Non-Approved Vendor	2	0.10%		HVAC	2	0.10%	
	NDT Assist. - Pre-Apprenticeship Prog.	1	0.00%		Occup. Skills	2	0.10%	
	Plastics Eng. Technology Cert.	1	0.00%		Occup. Skills/Non-Approved Vendor	2	0.10%	
Arts, Design, Entertain., Sports, & Media	Digital Illustration (Short Term)	5	0.20%		Other Services	2	0.10%	
	Digital Set Design (Short Term)	4	0.20%		Entrepreneurial	1	0.00%	
	Adobe Premiere Pro	1	0.00%		Legal	Cert. Paralegal	2	0.10%
	Graphic Design Cert. Prog.	1	0.00%			Other Services	2	0.10%
	Graphic Design Online	1	0.00%			Cert. in Family Mediation Online	1	0.00%
	Local Prog.	1	0.00%	Cert. in Paralegal Studies		1	0.00%	
	Office Assist. OJT	1	0.00%	Paralegal (Hybrid)		1	0.00%	
	Technical Writing Cert.	1	0.00%	Paralegal		1	0.00%	
Building & Grounds Cleaning & Mainten.	Environ. Sanitation Services OJT	26	1.10%	Paralegal Studies		1	0.00%	
	Local Prog.	2	0.10%	Life, Physical, & Social Science		Occup. Skills	9	0.40%
	Multi-Craft Core Curriculum MC3 Construc.	1	0.00%		Adv. Drone Op.	1	0.00%	
	Occup. Skills/Non-Approved Vendor	1	0.00%		Biotechnology Lab Assist.	1	0.00%	
Occup. Skills	10	0.40%	Forensic Science		1	0.00%		
Business & Financial Ops.	Logistics & Warehouse Tech.	5	0.20%	Mgmt.	Logistics & Supply Chain Special.	19	0.80%	
	Project Mgmt. & Business Processes	3	0.10%		Project Mgmt. Essentials	3	0.10%	
	Cert. Digital Marketing Prof.	2	0.10%		Project Mgmt. Prof. (PMP)	3	0.10%	
	HR Mgmt. Cert. Prog.	2	0.10%		Logistics & Supply Chain Prof.	2	0.10%	
	HR Mgmt.	1	0.00%		Cert. in Project Mgmt.	1	0.00%	
	Non-Profit Mgr. & Prof. Grant Writing	1	0.00%		Computer Network Administrator/A+, Network+	1	0.00%	
	Other Services	1	0.00%		Entrepreneurship: Start-Up & Bus. Owner Mgmt.	1	0.00%	
	Payroll Practice & Mgmt.	1	0.00%		Healthcare Admin. (AAS Deg.)	1	0.00%	
	Project Mgmt.	1	0.00%		Local Prog.	1	0.00%	
	Project Mgmt. Essentials with CAPM Prep	1	0.00%		Occup. Skills	1	0.00%	
	SHRM Cert. in HR Mgmt.	1	0.00%		Other Services	1	0.00%	
	Six Sigma Lean Black Belt With Project Mgmt.	1	0.00%		Pest Control Tech.	1	0.00%	

Community & Social Service	Taxation	1	0.00%	Office & Admin. Supp.	Project Mgmt.	1	0.00%	
	Other Services	5	0.20%		Project Mgmt.	1	0.00%	
	Occup. Skills	2	0.10%		Project Mgmt. & Business Processes (Six Sigma)	1	0.00%	
	Substance Use Disorder Counseling	2	0.10%		The Complete Project Mgr (CAPM & PMP Prep)	1	0.00%	
	Cert. Prof. Life Coach	1	0.00%	Other Services	19	0.80%		
	Chemical Dependency Counselor	1	0.00%	Computerized Med. Billing I	7	0.30%		
	Peer Supp. Special.	1	0.00%	Logistics & Warehouse Tech.	4	0.20%		
	Substance Use Disorder Counseling	1	0.00%	Office Assist. OJT	2	0.10%		
Computer & Mathematical	CompTIA A+, Network+, Security+ Cert.	8	0.40%	Med. Billing & Coding	1	0.00%		
	IT Security Administrator	7	0.30%	Med. Office Assist.	1	0.00%		
	Local Prog.	4	0.20%	Occup. Skills	1	0.00%		
	Data Analyst (Entry Level)	3	0.10%	Office Special.	1	0.00%		
	IT Network Supp. Special. Cert.	3	0.10%	Personal Care & Service	Cosmetology	2	0.10%	
	Office Assist. OJT	3	0.10%		Manicurist	2	0.10%	
	Adobe Cert. Expert Web Special.	2	0.10%		Cert. in Creative Entrepren. (Entertain. Ind)	1	0.00%	
	Full Stack Software Developer (Distance)	2	0.10%		Cosmetology (direct)	1	0.00%	
	Adv. Software Quality Assurance	1	0.00%		Cosmetology Apprenticeship	1	0.00%	
	AI with Data Science	1	0.00%		Cosmetology Special. Manicurist	1	0.00%	
	Cisco Networking Level 2	1	0.00%		Office Assist. OJT	1	0.00%	
	CompTIA Cert. A+ Network +	1	0.00%		Untouchable Apprentice	1	0.00%	
	Full Stack Software Develop	1	0.00%		Production	Occup. Skills/Non-Approved Vendor	35	1.50%
	Information System Technology	1	0.00%			Office Assist. OJT	35	1.50%
	Network Tech.	1	0.00%	Occup. Skills		16	0.70%	
	Occup. Skills	1	0.00%	Other Services		13	0.60%	
	Construc. & Extraction	MC3 Construction	53	2.30%		Manufacturing Academy	10	0.40%
		Occup. Skills	24	1.10%		Combination Welding Trainee	4	0.20%
		Heavy Equip. Op. Truck Driver - Level 5	11	0.50%		Water Technology Distribution & Treatment	1	0.00%
Construc. & Mainten. Hire LAX		5	0.20%	Protective Service	Priv. Security Guard (Taser & Firearm)	214	9.40%	
Core Competencies Construc.		4	0.20%		Security Off.	111	4.90%	
Multi-craft Core Curriculum (MC3)		3	0.10%		Security	77	3.40%	
Occup. Skills/Non-Approved Vendor		2	0.10%		Security Off. 1	65	2.80%	
05089 - Electrician (Residential)		1	0.00%		Priv. Security Guard	60	2.60%	
Cert. of Heavy Equip. Ops. - Mobile Crane		1	0.00%		Priv. Armed & School Security Off.	41	1.80%	
Electrician Prog. (Residential) State Cert.		1	0.00%		40 Hour Guard Card	39	1.70%	

	Carpentry Construc. Pre-Apprenticeship	1	0.00%		Security Off.	39	1.70%
	Home Inspection Cert.	1	0.00%		Occup. Skills	15	0.70%
	Other Services	1	0.00%		Guard Card	14	0.60%
Edu. Instruction & Library	Security Off.	75	3.30%		Priv. Security Off. (Unarmed)	14	0.60%
	Adv. Security Off.	11	0.50%		Occup. Skills/Non-Approved Vendor	11	0.50%
	Prof. Security Off.	2	0.10%		Security Off. - Armed	7	0.30%
	Community College Teaching Cert.	1	0.00%		Priv. Security Off. (Armed)	6	0.30%
Food Prep. & Serving Related	Occup. Skills/Non-Approved Vendor	1	0.00%		Security Guard	6	0.30%
	Culinary Art-Chef Assist.	27	1.20%		Security Services	6	0.30%
	Occup. Skills/Non-Approved Vendor	17	0.70%		Security Off. - 8 Hours	4	0.20%
	Other Services	3	0.10%		Hybrid Security Off. Armed	3	0.10%
	Entrepreneurial	1	0.00%		Intermediate Security Prog. 90	3	0.10%
	Local Prog.	1	0.00%		School Security Off. 24 Hours	3	0.10%
	Occup. Skills	1	0.00%		Security Off. Trainee	3	0.10%
	Prof. Sushi Chef Course I & II	1	0.00%		Security Off. 1	3	0.10%
Healthcare Practitioners & Technical	Occup. Skills	27	1.20%	Sales & Related	Adv. Security Off.	2	0.10%
	Emergency Med. Tech.	12	0.50%		Prof. Security Off.	2	0.10%
	Vocational Nursing	12	0.50%		Hybrid Security Off.	1	0.00%
	Pharmacy Tech.	11	0.50%		Real Estate & Finance/Salesperson	3	0.10%
	CNA/Long Term Care & Home Health Aide	7	0.30%	Transport. & Material Moving	Other Services	2	0.10%
	Local Prog.	2	0.10%		Local Prog.	1	0.00%
	Med. Records Insurance Biller	2	0.10%		Complete Course CDL Class A	81	3.50%
	Central Service Instrument Tech.	1	0.00%		Prof. Driver, Class A	63	2.80%
	Cert. EKG Tech.	1	0.00%		Commercial Drivers - Class A	47	2.10%
	Emergency Med. Tech. (EMT)	1	0.00%		Occup. Skills	29	1.30%
	Emergency Med. Tech. Cert.	1	0.00%		Prof. Truck-Driver	23	1.00%
	Hemodialysis	1	0.00%		Class A Tractor-Trailer Course	21	0.90%
	Massage Therapist & PT Aide	1	0.00%		Other Services	14	0.60%
	Med. Billing & Coding Special.	1	0.00%		Adv. Commercial Driver Class AP/P	10	0.40%
	Occup. Skills/Non-Approved Vendor	1	0.00%		Class A Truck Driver	7	0.30%
	Pharmacy Tech. (Hybrid)	1	0.00%		Truck Driver Op. Class A	7	0.30%
	Pharmacy Tech. Prog.	1	0.00%		Occup. Skills/Non-Approved Vendor	5	0.20%
	Sterile Processing Distribution Tech.	1	0.00%		Truck Driving	4	0.20%
	Veterinary Assist.	1	0.00%		Bus/Truck Driver, Class B	3	0.10%

Healthcare Supp.	Nursing Assist.	78	3.40%	Bus Op. Academy	2	0.10%
	Med. Assist.	43	1.90%	Class A/B Truck Driver	2	0.10%
	Occup. Skills	36	1.60%	Class A & B (Tractor-Trailer/Bus)	1	0.00%
	Nursing Assist.	28	1.20%	Commercial Driver Licensure BP/B	1	0.00%
	Nurse Assist.	27	1.20%	Commercial Truck Driver	1	0.00%
	Nursing Assist. Prog.	22	1.00%	Heavy Equip. Op. Truck Driver- Level 2	1	0.00%
	Phlebotomy Tech.	16	0.70%	Local Prog.	1	0.00%
	Phlebotomy Prog.	13	0.60%	Logistics & Supply Chain Special.	1	0.00%
	Occup. Skills/Non-Approved Vendor	12	0.50%	Truck Driver	1	0.00%
	Patient Care Assist	11	0.50%			
	Local Prog.	10	0.40%			
	Clinical Med. Assisting	9	0.40%			
	Cert. Phlebotomy Tech.	6	0.30%			
	Dental Assist.	5	0.20%			
	Cert. Nurse Assist.	4	0.20%			
	Med. Assist./Pharmacy Tech.	4	0.20%			
	Clinical Med. Assist. Cert. Prog.	3	0.10%			
	Nurse Assist. Prog.	3	0.10%			
	Dental Assist. Prog.	2	0.10%			
	Phlebotomy Tech.	2	0.10%			
	Adv. Prof. Massage Therapy	1	0.00%			
	Cert Clinical Med. Assist.	1	0.00%			
	Cert. Nurse Assist. (CNA)	1	0.00%			
	Clinical Med. Assist. (Back/Front Off.)	1	0.00%			
	Entrepreneurial	1	0.00%			
	Independent Home Care Aide	1	0.00%			
	Med. Assist. with Health IT 1	1	0.00%			
	Med. Assisting	1	0.00%			
	Med. Billing & Coding	1	0.00%			
	Nurse Assist. Pre Cert. CNA	1	0.00%			
	Nurse Assist. Pre-Cert. CNA	1	0.00%			
	CNA/Long Term Care & Home Health Aide	1	0.00%			
	Other Services	1	0.00%			
Phlebotomy Tech. I	1	0.00%				

Phlebotomy Tech. Prog.	1	0.00%
PT, Rehabilitation & Geriatric Aide	1	0.00%
PT Aide	1	0.00%
PT Aide / Massage Therapist	1	0.00%
Sterile Processing Distribution Tech.	1	0.00%

APPENDIX B. TRAINING PROVIDERS (2022)

Training Provider	# of Customers	% of Customers	Training Provider	# of Customers	% of Customers
American Trade Academy	274	10.00%	West Valley Occupational Center - LAUSD	4	0.10%
City of LA Local Provider	238	8.70%	Bassett Adult School	3	0.10%
Ednet Career Institute, Inc	186	6.80%	Oxford Institute of Technology	3	0.10%
Electrical Training Institute	135	4.90%	Southern California Health Institute	3	0.10%
Local Provider (State Provided)	128	4.70%	Harboroccupational Center - LAUSD	3	0.10%
GSF Driving & Truck Training School	81	3.00%	Learnet Academy, Inc.	3	0.10%
Prestige Career College	78	2.90%	Crescent College	3	0.10%
Los Angeles Technology Center - LAUSD	77	2.80%	Airstreams Renewables, Inc.	3	0.10%
American Employment Institute	77	2.80%	Evans Community Adult School - LAUSD	2	0.10%
Employed Security Service Center, Inc.	75	2.70%	America Truck Driving School-riverside	2	0.10%
East Los Angeles Occupational Center - LAUSD	73	2.70%	Southern California Regional Occupational Center	2	0.10%
Hi-desert Truck Driving School	66	2.40%	American Dental Academy	2	0.10%
Monrovia Community Adult School	57	2.10%	UCLA Extension	2	0.10%
Maxine Waters Employment Prep Center - LAUSD	54	2.00%	California State University Los Angeles, Professional & Glob	2	0.10%
Dolphin Trucking School	47	1.70%	Los Angeles College of Aesthetics	2	0.10%
Managed Career Solutions	42	1.50%	Simply Divine Apprentice Cosmetology & Barbering Training	1	0.00%
Absolute International Security	39	1.40%	Los Angeles Trade Technical College	1	0.00%
Veterans & Youth Career Collaborative (VYCC)	38	1.40%	Marmel Beauty Academy, Inc.	1	0.00%
North Valley Occupational Center - LAUSD	30	1.10%	Downey Adult School	1	0.00%
Avatara, LLC	26	1.00%	Vollmer Institute	1	0.00%
Newport International United College	25	0.90%	Portnov Computer School	1	0.00%
Loyola Marymount University - LMU Extension	25	0.90%	Regan Career Institute	1	0.00%
Transportation Guidance & Assistance Truck Driving School	23	0.80%	Untouchable Apprentice Training	1	0.00%
Camino Real Career School	22	0.80%	Roadmaster Drivers School of Fontana, Inc.	1	0.00%
Westchester College of Nursing & Allied Health	22	0.80%	Sushi Chef Institute	1	0.00%
College of Instrument Technology	19	0.70%	Chabot-Las Positas Community College District	1	0.00%
Aaa Institute	18	0.70%	160 Driving Academy	1	0.00%
Career Development Solutions, LLC	17	0.60%	California Healing Arts College	1	0.00%
Bentley-Forbes Security Training Academy Inc.	17	0.60%	HeartL& Coalition	1	0.00%
Los Angeles Career College - Main	16	0.60%	Claremont Adult School	1	0.00%
Nurses' Development Center, Inc.	14	0.50%	Richard N. Slawson Occupational Center - LAUSD	1	0.00%

East Los Angeles Skills Center - LAUSD	13	0.50%	ABC Technical College	1	0.00%
Los Angeles Valley College	12	0.40%	Tarzana Treatment Centers College	1	0.00%
Long Beach Memorial Medical Center	11	0.40%	Glendale Community College	1	0.00%
Sergio School of Trucking	11	0.40%	05089 - Electrician (Residential)	1	0.00%
L.A. Vocational Institute	10	0.40%	Glendale Career College	1	0.00%
Compton Adult School	10	0.40%	Los Angeles Mission College	1	0.00%
Procareer Academy	10	0.40%	National Career College, Inc.	1	0.00%
Studio Arts, Ltd	9	0.30%	Gilgia College	1	0.00%
California State University, Dominguez Hills	7	0.30%	Healthstaff Training Institute - Main	1	0.00%
Coastline Community College	7	0.30%	American Aerospace Technical Academy	1	0.00%
the Providence College, Inc.	7	0.30%	Abram Friedman Occupational Center-LAUSD	1	0.00%
Universal Healthcare Careers College	7	0.30%	University of La Verne	1	0.00%
American College of Healthcare & Technology	7	0.30%	California State University Pomona - CPGE (Foundation)	1	0.00%
California Truck Driving Academy - Main	7	0.30%	Dialysis Education Services, LLC	1	0.00%
American Medical Careers	7	0.30%	Uc Irvine Continuing Education	1	0.00%
Integrated Digital Technologies (idt)	7	0.30%	Otis College of Art & Design	1	0.00%
Pathways College, LLC, Nursing & Health Care Careers	6	0.20%	Valley College of Medical Careers	1	0.00%
Twilight Adult Education School	6	0.20%	Universal Schools & Colleges of Health & Human Serv.	1	0.00%
Healthcare Career College	6	0.20%	Heavy Equipment Colleges of America	1	0.00%
Los Angeles Southwest College	5	0.20%	No Info	451	16.50%
CSULB, College of Profess & International Edu	4	0.10%	Total	2,733	100.00%

APPENDIX C. EMPLOYERS (ADULT CUSTOMERS, 2022)

Employer	Frequency	Employer	Frequency
Crypto.com Arena	282	Target Corporation	3
Goodwill	127	UPS	3
ALLIED UNIVERSAL PROTECTION	106	Alameda Care Center	2
CONTEMPORARY SERVICES CORPORATION	98	Alcott Rehabilitation Hospital	2
City of Los Angeles	55	Aldridge Electric Inc	2
Absolute International Security	53	ALEXANDRIA CARE HEALTH CARE	2
LONG BEACH MEMORIAL MEDICAL CENTER	50	American Textile Maintenance	2
Five Keys Charter School	35	Annex Solar Electric Corp	2
CRCD Enterprises	31	Apollo Electric	2
Hamilton Private Security	31	APPLE ONE	2
JT Resources Construction	31	Areas USA LAX	2
Macy's	28	AVALON VILLA CARE CENTER	2
Miracle Works Inc	26	Avartara,	2
UGS Private Security	25	Bali Construction	2
Treston Security Services	19	BELL CONVALESCENT HOSPITAL	2
MORROW- MEADOWS CORPORATION	15	BX FUSION	2
Rosendin Electric	15	Cache Valley Electric	2
Chrome Hearts Factory	14	Center for Employment Opportunities	2
American Guard Services	13	CHILD CARE CAREERS	2
Servicon Systems	12	Christensen Bros General Engineering	2
CSC	11	Coast Personnel Services	2
HACLA	9	Comfort Keepers	2
IHSS	9	Comfort Paradise Home Care	2
University of Southern California	9	Comfort paradise home care agency	2
Avartara	8	Compass Group	2
CENTER FOR LIVING AND LEARNING	8	Concord Collective Partners	2
LAUSD	8	Costco Wholesale	2
Amity Foundation	7	Crcd Partners	2
Avatara Services,	7	CROSSTOWN ELECTRIC AND DATA	2
Chrome Hearts Factory,	7	Cruz Trucking	2
Comet Electric	7	CVS PHARMACY	2
Foster Farms	7	Dodgers Satdium	2
Los Angeles County Metropolitan Transportation Authority	7	Dollar Tree	2
Pacific Harbor Line Inc	7	Enterprise Rent A Center	2

Securitas Security Company	7	Entertainment Partners	2
Grifols	6	Finishing Trades Institute	2
MV PUBLIC TRANSPORTION	6	Fresh Start Healthy Meals Inc	2
Obryant Electric Inc	6	Gectwo Inc	2
OPSEC SPECIALIZED PROTECTION	6	Go Staff Inc	2
UPS	6	HMT Electric	2
Amazon	5	Home Depot	2
El Proyecto Del Barrio	5	HOPICS	2
FEDEX	5	Inter-Con Security Services	2
GRID Alternatives	5	International Line Builders	2
Homeboy Industries	5	IRON WORKERS LOCAL UNION 416	2
INHSS	5	ISR Painting & Wallcovering	2
IPS Security	5	Jiffy Lube	2
PACE	5	JRM	2
ProLogistix	5	JW Marriott	2
Temps Incorporated	5	K D C	2
WLCAC	5	K12 SCHOOLS SERVICES	2
Allied Protection Services	4	KDC	2
Avatara	4	LA Family Housing	2
City of Los Angeles Public Works	4	Lakeview Construction	2
Clearview Treatment Center	4	LAPD	2
Cri-Help Inc	4	Lowe's Home Improvement	2
CSI Electrical Contractors	4	MAXIMUS	2
Defense International	4	MCDONALD'S	2
DOWNTOWN WOMENS CENTER	4	MEDIX STAFFING	2
Elecnor Belco Electric Inc	4	Metro Link	2
HOPE OF THE MISSION	4	New Caps	2
LA Business Personnel	4	NORTHEAST VALLEY HEALTH CORP	2
Legends Hospitality	4	Northridge Detox Center	2
Mass Electric Construction	4	NP Home Care	2
Prudent Security Solutions	4	Optum CA	2
Self-Employed	4	Pinnacle Communications Svc	2
Service West Construction Inc	4	Playa Del Rey Care & Rehab Ctr	2
Universal Protection Services	4	Pop Up Clean Up	2
USPS	4	PVJOBS	2
5 Keys Charters	3	Ralphs	2

Allcare Medical Management Inc	3	Robert Half	2
Alpha Structural	3	San Fernando Recovery Center	2
AltaMed	3	Sasco Electric	2
AMPLUS Medical Billing & Coding Company	3	Select Electric	2
C S I Electrical Contractor	3	Sodexo, Inc/Cedar Sinai	2
Center for Living & Learning	3	SoFi Stadium	2
Contemporary Service Corporation	3	Southwest Carpenters Local 213	2
Contemporary Services Corp	3	Stay Green Inc	2
Country Villa Sheraton Nursing	3	Sunrun Solar	2
Del Richardson & Associates	3	Sweetgreens	2
Flying Food Group	3	Trader Joe's	2
Guard Force	3	UA Local 78 Plumbers	2
H & R Block	3	UBER	2
JVS SoCal	3	UBER GREENLIGHT HUB	2
LAZ Parking	3	United Dwelling	2
Levy Restaurants	3	UNIVERSAL STUDIOS HOLLYWOOD	2
OLIVE VIEW MEDICAL CENTER	3	Urban Alchemy	2
R&R Electric	3	Uscb Inc	2
Solar Unlimited	3	Vernon Healthcare Center	2
Spectrum	3	VETERAN ADMINISTRATION	2
ST. JOSEPH'S PROVIDENCE CENTER	3	Viacare Community Health	2
STAFFERS UNLIMITED INC	3	VOLUNTEERS OF AMERICA	2
Subway	3	Walmart Supercenter	2
Swift Transportation	3	Western Express Inc	2
Taft Electric Co	3	Workforce Enterprises	2

APPENDIX D. EMPLOYERS (DISLOCATED WORKER CUSTOMERS, 2022)

Employers Personnel	Frequency	Employers Personnel	Frequency
LAUSD	33	G2 Secure Staffing	1
Allied Universal Protection	20	GELSONS MARKET	1
Hamilton Private Security	10	GENERAL SECURITY	1
UGS Private Security	8	Glendale Unified School District	1
Absolute International Security	6	Glenhaven Healthcare	1
Goodwill	6	Go Get Em Tiger	1
City of Los Angeles	5	Golden Creationz	1
Chrome Hearts	4	Golden Dental Plans Inc	1
Long Beach Memorial Medical Center / MemorialCare	4	Golden State Water Co	1
Moore Industries	4	Good Guard Security	1
Servicon	4	GRAND TRUCKING	1
Aerotek	3	Green Energy Maintenance	1
APPLE ONE	3	Greenfield Care Center	1
Crypto.com Arena	3	Guaranteed Rate Affinity	1
EL PROYECTO DEL BARRIO	3	Gwen Dinning Restaurant	1
ONE GENERATION	3	HAI-WIND WORLDWIDE INC	1
American Guard Services	2	Harbor Community Clinic	1
CEDARS SINAI MEDICAL CENTER	2	Hard copy photocopy Services	1
Christ Centered Ministries	2	Hi-Desert Truck Driving School	1
Congregate Connect	2	Hilti	1
CONTEMPORARY SERVICES CORPORATION	2	Hilton & Hyland	1
Ecology Auto Parts	2	Immigrant Defenders Law Ctr	1
ELECTRONIC SOURCE COMPANY	2	International Brotherhood of Electrical Workers	1
Express Employment Professionals	2	International Services Agency	1
Fiesta Blinds & Drapery	2	IQ personnel	1
HACLA	2	IT Consultant	1
HOME DEPOT	2	James Plumbing Company	1
ICON CDD	2	JCB Trucking	1
IHSS	2	JT RESOURCES	1
Inter-Con Security Systems	2	KDC/ONE Cosmetic Laboratories of America,	1
IPS SECURITY	2	Kern County Special Waste Facility	1
JUST IN TIME CARGO	2	Kids and Family Dental	1

Kelly Services Global	2	Knight Transportation	1
LA Business Personnel	2	Knowles Security Inc	1
Managed Career Solutions	2	LA Valley College	1
MV TRANSPORTATION	2	Lab Corp of America	1
Related Management	2	Law offices of Ramin Azadegan	1
Self-Employed	2	Leos Bindery	1
Southland Care Center	2	Linda Faye's Cooking and Catering	1
Spectrum	2	Little Company of Mary - Providence	1
University of Southern California	2	Los Angeles Community Hospital	1
UPS	2	Los Angeles County Metropolitan Transportation Authority	1
USPS	2	Los Angeles Department of Water & Power	1
Walmart	2	LOS ANGELES JOB CORPS CENTER	1
WORLD WIDE TECHNOLOGY HOLDING CO	2	Los Angeles Philharmonic	1
XPO	2	LOUIS ARMSTRONG MIDDLE SCHOOL	1
Xpress Global Systems Inc	2	Machineworks Manufacturing	1
ABBA BAIL BONDS	1	Madison Avenue Support Services	1
Adhami Law Group	1	Magic OwlLab	1
ADJ Brother's Corp.	1	Marsh McLennan	1
Advanced Technology Services	1	Mattel	1
Adventist Health	1	Matura-Farrington Staffing Services	1
ADVEXURE	1	Medpro Services	1
Aecon	1	Miyako Hybrid Hotel	1
Agtac Security	1	MLK Community Healthcare	1
AJILON STAFFING	1	Motion Recruitment Partners	1
Allied Universal Hotel	1	Mountain Valley Express	1
Alpha Construction Co.	1	MoviTHERM	1
Altro USA Inc	1	MRC Entertainment	1
Amplus Medical Billing Services	1	MST SCHOOL BUSES	1
Apollo Couriers Inc	1	MURTECH STAFFING & SOLUTIONS	1
ARARAT HOME OF LOS ANGELES	1	MYSTIC ART PICTURES	1
Archdiocese of Los Angeles- All Souls Mortuary	1	National Car Rental	1
Armstrong Guard Services	1	Netflix	1
ATF Private Security Inc	1	New Hampshire Ball Bearings	1
Athens Services	1	New Life Social Services of Atlanta	1

ATP Logistic	1	New Wave Home Care	1
AUTUMN HILLS HEALTH CARE	1	North Valley Military Inst	1
AVALON VILLA CARE CTR	1	NORTHROP CORPORATION	1
Avidex	1	Odyssey	1
Barry Avenue Plating Co	1	Offworld Inc	1
Bay City Marine Inc	1	OLIVE VIEW MEDICAL CENTER	1
BLOOMING DALES	1	Orchid Orthopedic Solutions	1
Bogaard Group Intl	1	Parsec	1
BRANDON TRUCKING	1	PCAM	1
Brentwood Health care Center	1	Populus Group	1
Brinderson Constructors,	1	Progression Drywall Corp	1
Brinx Management Services INC	1	Ralphs Grocery	1
Brown & Brown Quality Care	1	Ramsey Security	1
Burbank Healthcare & Rehab Ctr	1	Raymond Lee Inc	1
C Trans Inc	1	RC Industries	1
CA REHABILITATION CENTER	1	Real Time Staffing Service Inc	1
CAMBRO	1	Robert Half	1
CAMP CG	1	Rose International	1
CARRIER CORPORATION	1	Saint John's Episcopal Church	1
Carson Chevrolet	1	SAN BERNARDINO CARE COMPANY	1
Cartoon Network Studios	1	San Marino Unified School District	1
Catholic Charities Los Angeles	1	Saving My Tomorrow	1
Center for Employment Opportunities	1	Securitas	1
Center for Living and Learning	1	SEE'S CANDY SHOPS	1
Chatsworth Products	1	Select Staffing	1
CHILD CARE CAREERS	1	Shinmei Restaurant Corporation	1
City of Long Beach	1	Sky Global Inc	1
Coalition For Responsible Comm	1	South Bay Auto Auction	1
Coast personal Services	1	SOUTH BAY CENTER FOR COUNSELING	1
Comet Electric	1	Southwest Carpenters Local 323	1
Comfort paradise home care agency	1	Special Services Tactical	1
Common Canvas	1	Sproutax	1
Comprehensive Community Health	1	STAR MSO	1
Conrad Los Angeles	1	Starry	1

CORPORATE CONTRACTORS INC	1	SUNNYSIDE NURSING CENTER	1
Corporate Security Management Solutions	1	SUPERIOR COURT OF CALIFORNIA COUNTY OF LOS ANGELES	1
Country Villa Sheraton Nursing	1	Superior Electric	1
COUNTY OF LOS ANGELES	1	Supra National Express	1
CSC	1	SWIFT REFRIGERATION	1
Culver City Unified School District	1	TAKE 2 Consulting	1
Culver west healthcare	1	Takeda Pharmaceuticals USA	1
Danny K's Billiards-Sports Bar	1	TALAMONE GROUP	1
Dark Horse Services	1	Target Corporation	1
Dass Express Corp	1	TEMPS	1
Defense International	1	Testimony Ministries	1
DHL ecommerce	1	The Earlwood Skilled Nursing	1
Dimondale Adolescent Care Fac	1	The Law Office of Donald Gardiner	1
DIVERGENT 3D	1	The Salvation Army California South Division	1
Dolphin Trucking School	1	Thibian International	1
Door Dash company	1	Toberman Neighborhood Center	1
Dorsey	1	Topanga Social Manager	1
DOWNTOWN WOMENS CENTER	1	TPS Solutions,	1
Dr. Bridgitte Rozenberg Chiropractic	1	Trader Joes	1
Drs. Ho Dental Partnership	1	Twin Coach	1
Dynamic Nursing	1	U-Haul Moving & Stge of Baldwin Hills	1
Eagle Security Services	1	Union Bank	1
Eaton Aerospace/Actuation	1	UNIVERSAL CITY STUDIOS	1
Edison	1	Venture Solutions	1
EJAG'Z PARALLEL UNIVERSE	1	Volt	1
Elwood Staffing	1	VS Media	1
Employers Personnel	1	West Coast Cable Inc	1
EMPLOYMENT DEV DEPARTMENT Disability Insurance Office	1	WILLIAM L. MYLES & SONS	1
Endiprev	1	Willie Maies	1
EREWON NATURAL FOODS MARKET	1		
Express Services Inc	1		
Faith In Christ Ministries	1		
Fantasma	1		
First Rate Staffing Corporation	1		

Floral Art By Mia	1		
Florence Medical Ctr	1		



5.

DATE: October 1, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: Presentation Regarding the Five-Year Strategic Workforce Development Plan Findings and Recommendations

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 5 - LA 5-Year Workforce Strategic Plan (78)

City of Los Angeles | 2025 - 2030

LA Workforce

A 5-Year Path Forward

DRAFT

SEPTEMBER 2024

Compiled by



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.

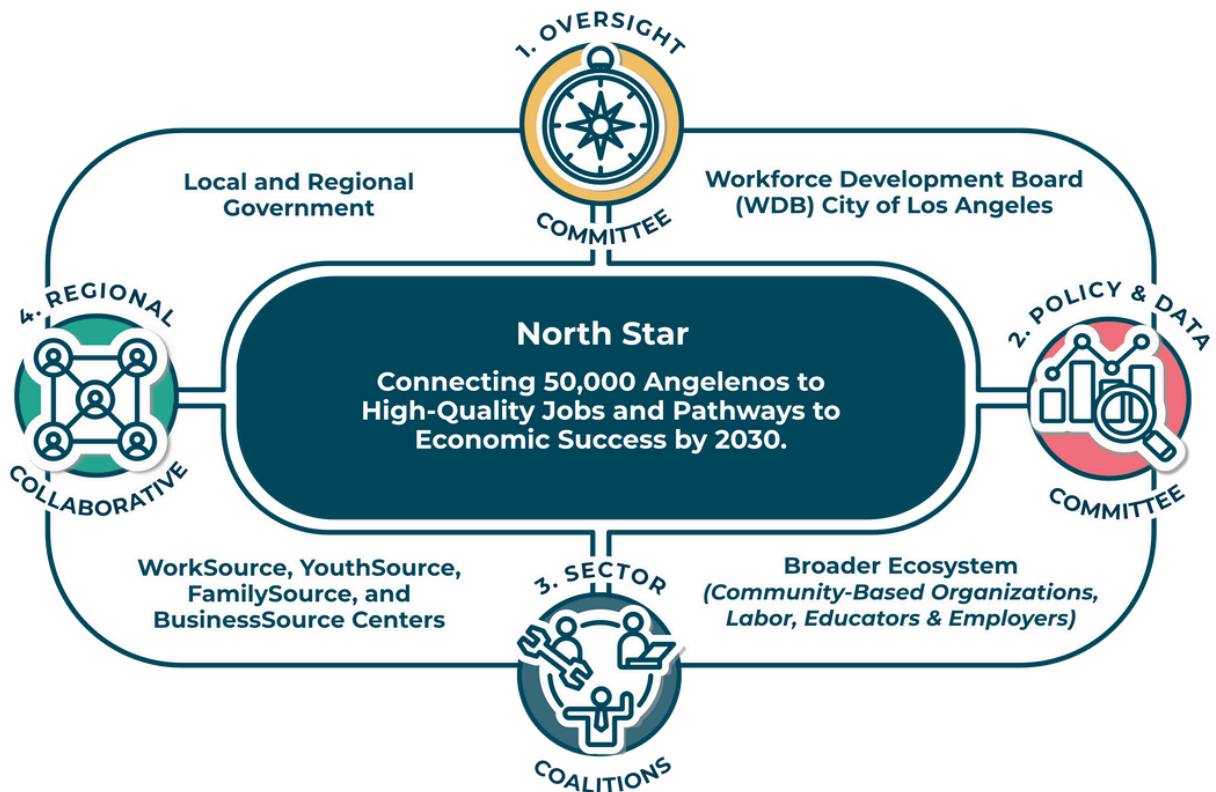


Figure 1. Visualization of the Four System Cornerstones (pg 14), bridging different segments of the Workforce Development System (WDS) to achieve the North Star.

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Letter Placeholder

Letter Placeholder

» II. 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 \geq \$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
<p>1. The system needs to lift standards of employment to high quality jobs. →</p>	<p>Core Values = a vision for connecting all Angelenos with paths to economic stability.</p>
<p>2. The 5-Year Path Forward needs an actionable and measurable goal. →</p>	<p>North Star = a guiding metric, centering the impact that the WDS will achieve for its customers (both workers and employers).</p>
<p>3. Connect the strategy with the job creators who offer opportunities for Angelenos to stay in their communities. →</p>	<p>Sector-Based Approach = prioritize high-growth sectors that are creating jobs and/or receiving significant local investment.</p>
<p>4. To achieve the North Star, the system needs to build its capacity and better support collaboration. →</p>	<p>System Cornerstones = new or reimagined roles throughout the WDS which define avenues for connection, cooperation, and accountability.</p>

The following sections explore how sector-based approaches and system Cornerstones have been incorporated into the 5-Year Path Forward.

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

- | | |
|---|--|
| <ul style="list-style-type: none"> • EWDD Year Twenty-Five Annual Plan for Program Year 2024-2025 • AdvantAGE LA Older Worker Strategic Plan • Horizons 32K Strategic Plan (formerly LAP3) | <ul style="list-style-type: none"> • 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.

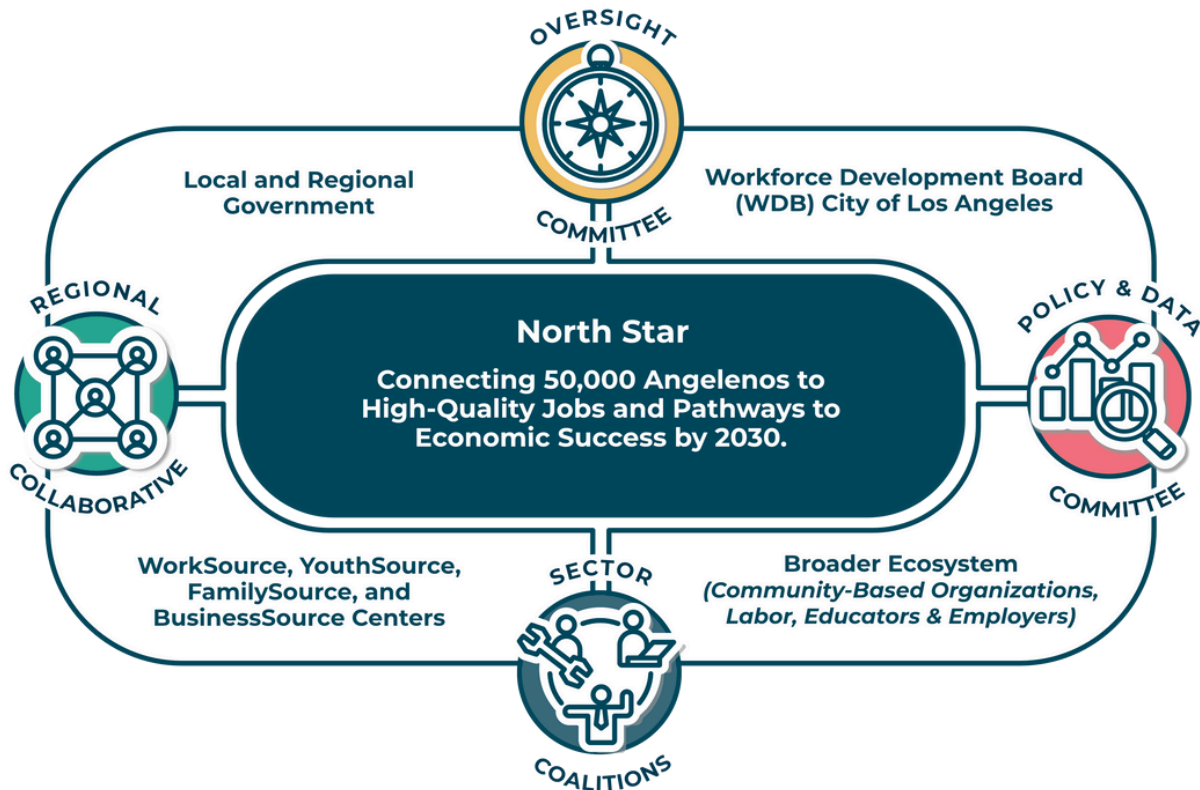


Figure 1. Visualization of the Four System Cornerstones, bridging different segments of the Workforce Development System (WDS) to achieve the North Star.

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.



» III. 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

The screenshot shows a page titled "Action Roadmap" and "page 25". The main heading is "Oversight Committee Priorities for Year 1". Below this, there are two sections: "Y1 Focus" and "Y1 Outcomes".

Y1 Focus: Create accountability processes to monitor the implementation of objectives and initiatives across members of the WDS.

Y1 Outcomes:

- Formalize and Recruit the Policy & Data Committee
- Finalize a Template Approach to Form Sector Coalitions

Below the outcomes, there is a section titled "I. Formalize and Recruit the Policy & Data Committee" with a descriptive paragraph. This is followed by a table with the following structure:

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)
 <p>Oversight Committee Outcomes:</p> <ul style="list-style-type: none"> I. Formalize and Recruit the Policy & Data Committee II. Finalize a Template Approach to Form Sector Coalitions 	
 <p>Policy & Data Committee Outcomes:</p> <ul style="list-style-type: none"> I. Centralize Workforce Data & Release Insights II. Establish Baseline Metrics for High Barrier Populations III. Recommend a Sequence for Launching Sector Coalitions 	
 <p>Sector Coalitions Outcomes:</p> <ul style="list-style-type: none"> I. Launch a Sector Coalition* II. Initiate a Sector Coalition for: 'City of Los Angeles and Public Sector Agencies' 	
 <p>Regional Collaborative Outcomes:</p> <ul style="list-style-type: none"> I. Create a Dashboard to Manage Regional Plans 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 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			



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.’ <i>(See example Career Pathway outlines in Appendix D)</i>	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. <i>NOTE: Learn from Hollywood Homeless Youth Partnership's Data Subcommittee - on metrics that better reflect success for their clients.</i>	Lead: Oversight Committee 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				



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 Support: Oversight Committee; LA Mayor’s Data Team	Y1			
B. Draft an initial list of data to be maintained within the catalog, including: <ul style="list-style-type: none"> • Economic data • Labor market trends • WIOA reported data • GIS data 	Lead: Policy & Data Committee 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 Support: LA Mayor’s Data Team	Y1				
B. Compile and publish geospatial data on the Los Angeles GeoHub.	Lead: Policy & Data Committee 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 Support: LA Mayor’s Data Team	Y1				
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 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				

Year 1 | Policy & Data Committee Outcomes



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 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					
<p>A. Define what constitutes the sector:</p> <ul style="list-style-type: none"> • Compile labor market information on job opportunities - noting current quality living wage occupations, • Identify local employers, and • List current workforce & training programs in the field (e.g. any High Road Training Partnerships). Map this geographically, where possible, to identify clusters. <p>Prepare draft findings to be validated with key industry partners.</p>	<p>Lead: Oversight Committee</p> <p>Support: Policy & Data Committee</p>	Y1			
<p>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.</p>	<p>Lead: Oversight Committee</p> <p>Support: Policy & Data Committee; LAEDC Industry Clusters</p>	Y1			
<p>C. Incorporate Industry Feedback: Update labor market information and training programs to ensure they accurately reflect current opportunities.</p>	<p>Lead: Oversight Committee</p> <p>Support: Policy & Data Committee</p>	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 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 Support: Industry Partners	Y1			
B. Determine where this sector strategy can incorporate registered apprenticeships.	Lead: Policy & Data Committee 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 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 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. <i>(Note: start by connecting existing programs and partners, then identify gaps that need support)</i>	Lead: [Sector] Coalition Support: Oversight Committee	Y1			
C. Draft an official sector strategy that outlines 1-year of initiatives.	Lead: [Sector] Coalition 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 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						
<p>Each Sector Strategy might include:</p> <ul style="list-style-type: none"> Recruitment strategies, including career exploration opportunities for youth Place-based initiatives to expand or pilot new programs Barrier reduction strategies Supported employment models, such as shared case management after job placement <p>Below are some examples which can be customized by each sector coalition.</p>						
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 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.

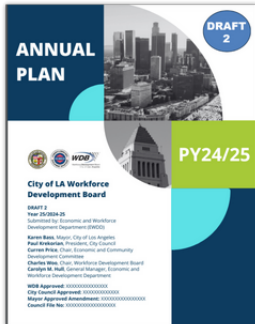
The Economic and Workforce Development Department (EWDD) will take the lead on these strategies and report back to the Workforce Development Board's (WDB) Oversight Committee, which provides strategic oversight. The EWDD will collaborate with community-based organizations (CBOs), public sector agencies, 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



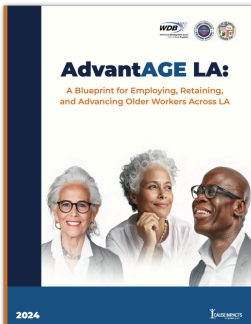
**Program Years
(2024-2025)**

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 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 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 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 Support: Regional Collaborative	Y1	Y2	Y3		

Year 1 | Regional Collaborative Outcomes



(2025-2028)

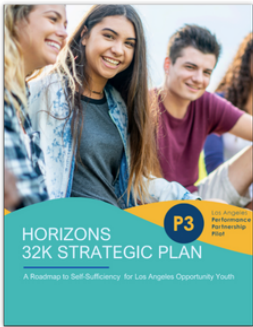
AdvantAGE LA: A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA

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 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 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 Support: Regional Collaborative	Y1	Y2		-	-
D. Collaborate with LA Regional Consortium (LARC) and Los Angeles Regional Adult Education Consortium (LARAEC) to prioritize the training, upskilling, and reskilling.	Lead: EWDD/WDB 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

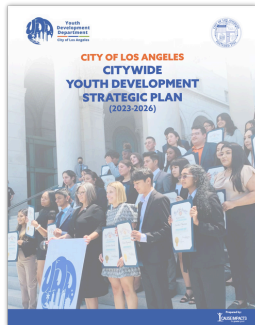


Los Angeles Workforce Infrastructure Network (LAWIN) Strategic Plan
Miguel Contreras Foundation (MCF); LA City’s Economic and Workforce Development Department, Workforce Board, LA Mayor’s Office

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 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 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 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)



YouthSource & WorkSource System Redesigns

Economic & Workforce Development Department (EWDD)

Support: LA Youth Development Department (YDD), Youth Council


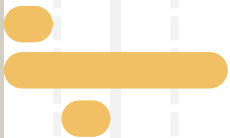

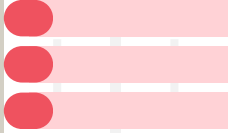



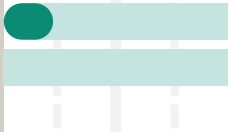
This effort is intended to strengthen and streamline LA City’s AJCCs (America’s Job Centers of California), which currently serve more than 18,000 job seekers and 4,000 businesses each year.

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)
 <p>Oversight Committee Outcomes:</p> <ul style="list-style-type: none"> I. Lead an end of year evaluation (repeated annually) II. Evaluate select programs of EWDD’s Year 25 Annual Plan III. Prioritize the next Sector Coalitions to Launch 	
 <p>Policy & Data Committee Outcomes:</p> <ul style="list-style-type: none"> I. Ongoing data management & support for Coalitions II. Monitor federal, state and local labor policies III. Communicate trends and policy changes with the WDS 	
 <p>Sector Coalitions Outcomes:</p> <ul style="list-style-type: none"> I. Launch an Events Coalition (LA28 Olympics & Paralympics) II. Launch a 4th Coalition [to be determined] III. [Continue] Government Coalition 	
 <p>Regional Collaborative Outcomes:</p> <ul style="list-style-type: none"> I. Expand registered apprenticeships across Los Angeles 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 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 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 Support: EWDD		Y2	Y3		
B. Advise on metrics and/or data reporting to ensure data aligns with desired outcomes.	Lead: Oversight Committee 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 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. <i>Determine (annually) whether there are any gaps to be explored collaboratively. The Oversight Committee will help facilitate outreach to potential advisors/partners.</i>	Lead: Policy & Data Committee 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 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 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 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 Support: WDB		Y2	Y3		
B. Identify registered apprenticeship opportunities in the highest areas of need, such as hospitality.	Lead: Events Coalition 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 Support: WDB		Y2	Y3		
B. Document learnings from this process which can be applied to future events.	Lead: Events Coalition 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 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 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			



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. <i>(Borrow from any existing department plans)</i>	Lead: Government Coalition	Y2			
B. Recruit ~2-4 departments to participate in a pilot group to establish workforce goals. <i>(Recruit a mixed group, including departments that have built their own workforce plan and those without one)</i>	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					
B. Convene potential partners to discuss their interests along with local opportunities and resources. <i>(Have the WDB serve as an intermediary for engaging local partners)</i>	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			



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

Year 2 | Regional Collaborative Outcomes



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 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 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.

Years 3+ | Oversight Committee Outcomes



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 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 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 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 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 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 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 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 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

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 (\geq \$55,000 annual income) at multiple experience levels¹
 - 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.

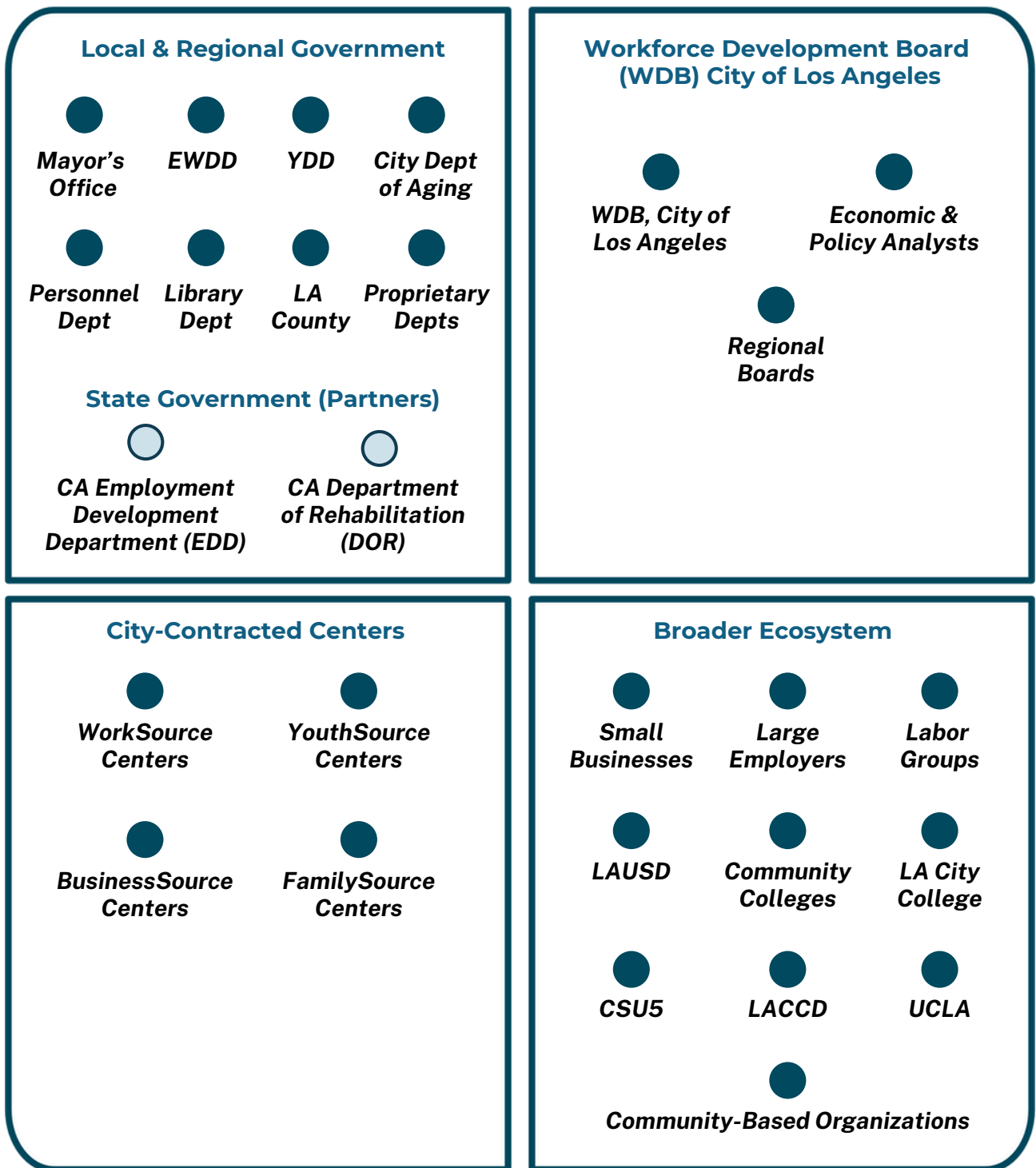
The table on the following page outlines potential metrics for determining success, informed by research on how similar workforce development plans measure their impact. These metrics include:

- **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	<ul style="list-style-type: none"> # of participants <i>entering</i> placement/job readiness programs # of participants <i>completing</i> programs 	<ul style="list-style-type: none"> Level (or increase) of participant job readiness Improvement in career trajectory 	<ul style="list-style-type: none"> # or % of participants getting quality job over time Average time taken for participants to get a quality job after completing the program Income before program vs. after
Enrollment in skill-development pipelines	<ul style="list-style-type: none"> # of participants in skill development programs # of participants completing skill development programs 	<ul style="list-style-type: none"> Increase in participant skills, increase in promotions Higher testing/certification rates 	<ul style="list-style-type: none"> Increase in participant skills Higher job satisfaction after program Higher job quality after program
Equity measures	<ul style="list-style-type: none"> # of programs supporting high barrier populations Increased rates of participation by high barrier populations 	<ul style="list-style-type: none"> Increased access to resources/support services for high barrier populations 	<ul style="list-style-type: none"> Employment rates for high barrier populations after program Overall increase in skills and wealth and career building opportunities for high barrier populations
Accountability, transparency and information sharing	<ul style="list-style-type: none"> Frequency of audits/reviews for programs Frequency of reporting # or frequency of reports shared with partners/employers Frequency of meetings, reports, updates 	<ul style="list-style-type: none"> Improved outcomes after reviews/audit Better decision-making based on more thoughtfully analyzed and curated information 	<ul style="list-style-type: none"> Improved transparency Improved trust by partners/businesses & participants Improved satisfaction by partners/businesses & participants
[Participant] Improved outcomes toward self-sufficiency	<ul style="list-style-type: none"> # of participants become more self-sufficient (via some indicators) # of participants who come back for after program/placement support 	<ul style="list-style-type: none"> # or % of participants getting long term employment # or % of participants retained over time # or % of no longer needing public assistance programs 	<ul style="list-style-type: none"> Increase in participants financial independence Increase of quality of life measures (e.g. housing stability)
[Participant] Satisfaction	<ul style="list-style-type: none"> # of participants completing surveys # of participants recommending programs to others 	<ul style="list-style-type: none"> # of revisits 	<ul style="list-style-type: none"> Improvement in participant satisfaction scores

>> V. 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:

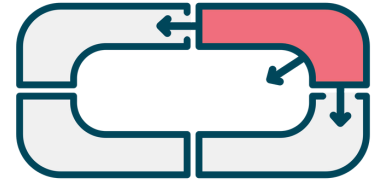
HIGH BARRIER POPULATIONS

- **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 seekers and 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	<p>For each level, note:</p> <ul style="list-style-type: none"> • Number and Types of opportunities available; • Skills (preferred & required); • 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* <i>(Certifications & Degrees)</i>
Entrepreneurship	<ul style="list-style-type: none"> • Program, Organization (enrollment capacity) 	<ul style="list-style-type: none"> • 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 (CRCDD)
- 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

<p>Public Meetings</p> <ul style="list-style-type: none"> • Apr 9 Joint LA City Workforce Development Board & Executive Committee Meeting
<p>Outputs & Key Insights</p> <ul style="list-style-type: none"> • 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
<p>Ideate Plan Structure (May 2024)</p>
<p>Stakeholder Engagement</p> <ul style="list-style-type: none"> • 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
<p>Outputs & Key Insights</p> <ul style="list-style-type: none"> • Confirmed final map of the system • Translated priorities into North Stars to offer greater guidance
<p>Develop Plan (May - Sep 2024)</p>
<p>Plan Development</p> <p>Synthesize all inputs from previous phases into the draft Strategy.</p>

LA Workforce

A 5-Year Path Forward



YEARS 2025 - 2030

Compiled by





6.

DATE: October 1, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: Presentation by the Economic and Workforce Development Department Regarding the Redesign of the Current WorkSource Center System

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 6 - WorkSource Center System Redesign White Paper_Draft 09.30.24

DRAFT

WORKSOURCE CENTER SYSTEM REDESIGN

WHITE PAPER

SEPTEMBER
2024



ECONOMIC & WORKFORCE
DEVELOPMENT DEPARTMENT



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8	EWDD Recommendations



WorkSource Center partners assist employees of 99 Cent Stores following the announcement of store closures.



BACKGROUND

The core of the City of Los Angeles' Workforce Development System (WDS) is the America's Job Center of California (AJCC), locally known as the WorkSource Center (WSCs) system. Comprised of Workforce Innovation and Opportunity Act (WIOA) funding, grants, and publicly funded workforce development initiatives, WSCs are designed to aid adult jobseekers and dislocated workers, including those with significant barriers to employment, in finding high-quality jobs and careers and to assist employers hire and retain skilled workers.

Strategically located across communities with the highest concentration of poverty and unemployment, there are currently fourteen (14) City WSCs that support the City's efforts to combat poverty and homelessness by providing employment services to those Angelenos with the highest barriers to employment, including reentry or justice-involved individuals, homeless, people with disabilities, and opportunity youth. In fact, the City's WDS has been nationally recognized for innovative workforce strategies to support homeless and reentry populations through signature programs, including the LA:RISE program which co-enroll with WorkSource and YouthSource Centers in partnership with employment social enterprises and the Opportunity Youth (LA P3) program through the YouthSource Center system.

The City's WSC system has strategic partnerships with the California Employment Development Department (EDD) and the Department of Rehabilitation (DOR); the Los Angeles Community College District (LACCD); the Los Angeles County Departments of Probation, Public and Social Services, and the Department of Economic Opportunity (DEO); the Los Angeles Unified School District (LAUSD); and City Departments such as the Department of Aging and Department of Disability. The City's WSC Adult and Dislocated Worker program serves on average 12,000 unduplicated individuals annually. The anticipated City of Los Angeles PY 2024-25 WIOA Adult and Dislocated Worker budget is \$16 Million.



WorkSource Center partners participate in a local hiring fair



WIOA REQUIREMENTS

WIOA Regulations require the re-procurement of AJCC operators every 4 years. The current system was last procured in 2018. Currently, the City is out of compliance with the procurement requirements and is required to reprocure the WSC system before the end of the current program year.

The last major redesign of the WSC program was completed in 2013 as the City was still coming out of the Great Recession. At that time, over 100,000 job seekers visited WSCs in search of employment support. Approximately 95% of job seekers only received self-guided activities that did not require program enrollment due to sequencing of service requirements in the previous legislation (WIA).

The federal government had also recently approved the Workforce Innovation and Opportunity Act (WIOA), which implemented several changes to the program design, including the removal of sequencing requirements, which allowed for a greater flexibility in enrolling and serving participants. The City's 2013 redesign focused on 1) enrolling a greater percentage of participants; and 2) increased emphasis on high-barrier populations, including reentry and homeless populations. (Note: The CDD created the YouthSource Center system in 2012 prioritizing Disconnected Youth and launched LA:RISE in 2014, prioritizing services to individuals experiencing homelessness in 2014).



CURRENT LABOR MARKET CONDITIONS

As EWDD and the Workforce Development Board engage in the redesign and re-procurement of the WSC system, the region's labor market faces new challenges that must be addressed through the WDS. The City's economy continues to come out of the COVID 19 health crisis which exacerbated inequality and access to "good jobs" in the City. Older workers and opportunity youth also faced significant disconnections coming out of the pandemic. To better understand the economic conditions facing the City's labor market, EWDD commissioned the Los Angeles Economic Development Corporation (LAEDC) to prepare its People, Industry and Jobs 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.



Income and Poverty

In the City of Los Angeles, 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 about 4 % earn less than \$15,000 per year. LAEDC data shows that 100,700 of the almost 826,000 total families had their incomes fall below the poverty level within the prior year (12.2% of all families).

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 LA County, and 45,252 in the City of LA[1]. About 31 percent are sheltered, while the remaining 69 percent are unsheltered living on the street. Of those, 82 percent were adults (25+), 4 percent were youth (ages 18-24), and 25 percent were older adults (55+). The number of adults (18-54) experiencing homelessness decreased by 2.7%, while the number of older adults (55+) increased by 6.5%. The data suggest that 24 percent of unhoused persons experience serious mental illness and 27 percent struggle with substance use disorders. Moreover, the data continues to show that historic exclusionary racist policies still result in a disproportionate amount of black people experiencing homelessness, and Latinos remain the largest ethnic group experiencing homelessness in Los Angeles.

Unaffordable rents, rising costs of living, and inflation are still key drivers of homelessness in the region. According to the California Housing Partnership, the average rent for a two-bedroom home in LA County is \$2,498. The amount renters in LA need to earn to afford an average rent of \$2,498 is \$48.04 per hour. As a result, eviction filings reached a decade-high locally in June 2023. Between February and December 2023, in the City of Los Angeles, 77,049 eviction notices were filed (96% of which were for "non-payment of rent").

[1] <https://www.lahsa.org/documents?id=8170-los-angeles-county-hc2024-data-summary>

Population Decline

The county's population will continue to decrease, reaching 9.3 million by 2040 and 8.3 million by 2060 - declining birth rate, rising living costs, and shifts in other economic, cultural, and social dynamics resulting in overall decreases in net immigration.

Population has been declining in both the county and the city. 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.

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 LA 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, however, only 15% of those enrolled in WorkSource Centers are 55+.

Educational Attainment

In Los Angeles, 40% of the adult population 25+ has a HS 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 LA.

Increased Disconnection Rates for 16-24 Year Olds

In Los Angeles, there has been a 39% increase in youth disconnection rates since the pandemic. Data shows that there are currently 72,000 disconnected youth in LA.



WORKFORCE DEVELOPMENT SYSTEM READINESS TO ADDRESS NEW CHALLENGES

In 2023, EWDD commissioned California State University Northridge (CSUN) to evaluate the current WSC system and to identify strengths and weaknesses of the current system.

The evaluation scope of work included the following deliverables:

- Environmental Scan: that aims to support the WSC System Evaluation Redesign by identifying relevant external factors and trends impacting the WSC system.
- Stakeholder Engagement: conduct interviews, surveys, and focus groups (1) to gather ideas on ways in which the evaluation of the WSC System can be modified/improved, (2) learn about what EWDD can provide that would facilitate better WSC customer outcomes, & (3) identify what it really takes for a WSC to be highly effective & efficient.
- Data Analysis of WSC Implementation and Outcome Performance Metrics: Analyze historical WSC data from various sources (e.g., CalJOBS) to assess WSC implementation (e.g., adults served, services delivered, workshops, IEPs developed, staff training, program completion attrition rates, employer engagement, etc.). In addition to WIOA common performance measures, calculate a series of other effectiveness indicators (e.g., wage & earnings data, housing outcomes, & work-based learning opportunities, etc.)
- Geospatial Analysis: Leverage existing data from the American Community Survey (ACS) & other sources to determine the ideal number of WSCs & where they should be located (given the needs of the communities).
- Evaluation Report: Evaluation of the WSC system and recommendations to EWDD.



Graduates of the HIRE LAX Training program receive their certificates of completion.



CHALLENGES AND OPPORTUNITIES FOR IMPROVEMENT

Among the key findings of the CSUN evaluation were:

1. Funding and resource constraints -

Current WSC funding levels do not sufficiently provide the necessary resources to staff critical case management and employment engagement work, it also provides limited funding for critical participant related costs such as stipends and supportive services. Limited resources also lead to unmanageable participant to case manager ratios, in some cases exceeding 170 participants for every case manager.

2. Limited Service customization for key populations -

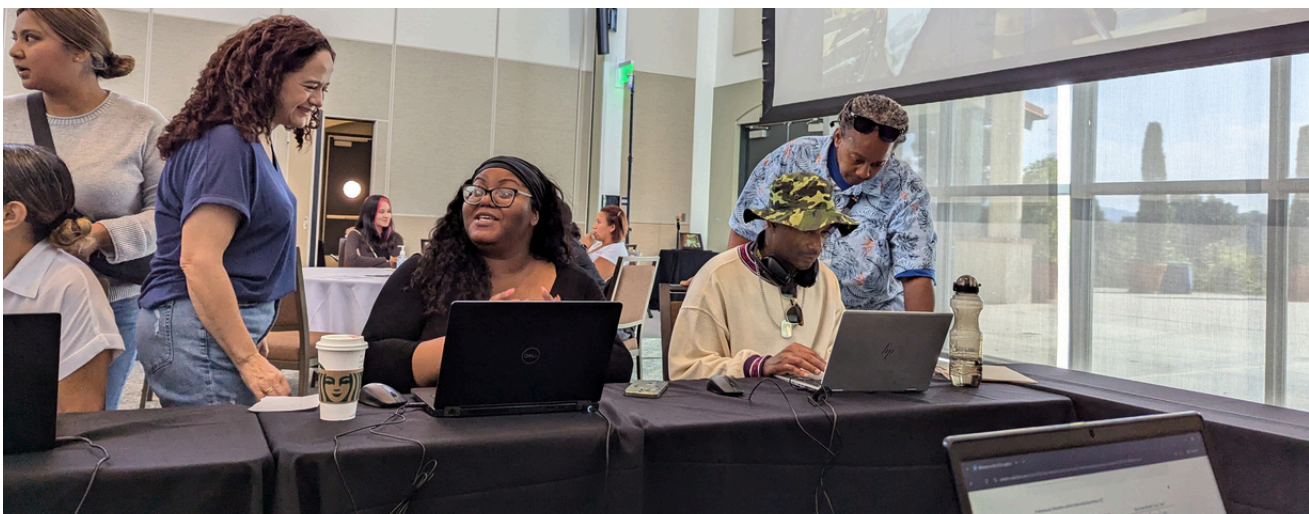
With the exception of LA:RISE and a number of discretionary programs, the lack of sufficient staffing and participant related costs, limits WSC's ability to adequately case manage program participants and provide the necessary resources to address barriers to employment. The result is a one-size fits all program that does not successfully create quality employment opportunities for participants with basic skills deficiencies and/or limited educational attainment.

3. High Infrastructure Costs - Contributes to the WSC system's challenge and inability to meet many participants needs as a result of allocating approximately one-third of program funding to facility and other infrastructure costs.

4. Staff retention and support – High staff turnover rates and limited opportunities for professional development pose challenges for maintaining a skilled and experienced workforce. Low wages, demanding workloads, and a lack of career advancement pathways contribute to staff burnout and attrition, which can disrupt service continuity and quality.

5. Overemphasis on Federal Performance Measures –

While the WSC system consistently meets federal performance measures negotiated annually with the CA Employment Development Department, federal performance measures do not adequately reflect the outcomes of, and impact on, customers. At one point or another, many (if not all) WSC directors have highlighted that the current performance targets are excessively high, while budgets remain insufficient. As a result, centers are compelled to serve a higher number of clients rapidly, limiting the opportunity to provide the in-depth, high-quality services that many clients need.



Staff of EWDD partner CRCD assist job applicants participating in the InsideSafe Job Connector Program



EWDD RECOMMENDATIONS

Based on the findings of the CSUN WSC Evaluation and in alignment with the 5-Year Workforce Development Strategic Plan, AdvantAGE LA, and Horizons 32k Strategic Plans, EWDD proposes the following modifications to the current WSC Program Design. The overarching goal of the proposed recommendations is to transform the current system from a system that is focused on serving a large volume of participants while limiting overall impact to one that is focused on providing high quality services and impact, economic opportunity, and access to “good jobs.”

Objectives for the WorkSource Center System Redesign – Revamp the existing program design to support the Mayor’s Five-Year Goal of connecting Angelenos to 50,000 “good jobs” by 2030.

The proposed redesign consists of the following program design elements:

Element No. 1 – Individualized Customer Flow Model focused on educational attainment, barrier removal and employment outcomes that exceed traditional expectations.

Observation

The current system enrolls and places a large volume of customers. However, due to funding and/or staffing constraints, the current system is a one size fits all model. It delivers the same menu of services and outcomes for all. The system doesn’t effectively track outcomes by barrier because clients are multi-barriered and WSCs are not adequately funded to address the low-educational attainment levels of program participants.

Solution

1. Design and implement service strategies by educational attainment level, with an emphasis on providing the participant supports needed to achieve higher level outcomes;
2. Establish outcomes goals by customer educational attainment level (no HS diploma, HS Diploma or equivalency, and some college);
3. Develop and standardize robust skills assessments.
4. Set service and outcome goals that exceed wages attained by individuals with comparable education without WSC intervention, by 10%; and

Metrics

1. Percentage of participants completing postsecondary education and/or training (credential attainment) - Exceed State Negotiated Goal
2. Percentage of participants making skills progression (Measurable Skill Gains) - Exceed State Negotiated Goal
3. Average wage at placement of all customers by educational attainment level
 - a. Increase % of those placed into employment at >\$55,000 by 500% by Year 5
 - b. Increase % of those placed into employment >\$40,000 to \$55,000 by 50% by Year 5
 - c. Decrease % of those placed into employment at < \$40,000 by 50% by Year 5
4. Number of participants provided supportive services (barrier remediation)

Element No. 2 – Enhance Employer Engagement Strategies including new Sector Strategies in Prioritized Industries – Promote increased employment opportunities in prioritized high growth industries through training, career pathways, and increased investments in employer engagement. Create stronger partnerships with labor and set an increased focus on apprenticeship programs in both traditional and non-traditional apprenticeships.

Priority Sectors

- | | |
|--|----------------------------------|
| 1. Healthcare | 6. Construction / Infrastructure |
| 2. Biotech / Biosciences | 7. Trade & Logistics |
| 3. Advanced Manufacturing | 8. Public Sector / Government |
| 4. Motion Picture & Sound Recording | 9. Sports and Entertainment |
| 5. Renewable Energies including Blue & Green Economy | |

Observation

Due to limited resources available for case management, support services and employer engagement, the current WSC focuses on job placement in low cost of entry careers requiring short-term / low-cost training. The current system does not successfully place large numbers of participants into high-road training programs and occupations.

Solution

1. EWDD and the WDB will support Citywide implementation of High Growth Sector strategy through investments in research and sector managers. High Growth strategy that provides high road training programs and career pathways and develop a well articulated strategy for 1) identifying and partnering with key employers and 2) developing strategy for training and placing high-barrier populations into career pathways.
2. The WSC System operators will support nine priority High Growth sectors as facilitated by EWDD and the Sector Strategists.
3. **Invest in the development of non-traditional apprenticeship opportunities.**
4. Establish minimum employer engagement staffing levels at WSCs.
5. **Develop new MOU with the Los Angeles County Federation of Labor to increase alignment and partnerships between the WDS and labor partners.**
6. Enhance Incumbent Worker Strategies
7. Implement LA Workforce Infrastructure Network (LAWIN)
8. Establish new public sector / government sector strategy.
9. Engage key regional employers to adopt a center, develop training modules and/or to hire customers in career-oriented positions with self-sufficient wages.
10. Align Economic Development strategies, including the new Comprehensive Economic Development Strategy (CEDS) with the Mayor's Goal of creating 50,000 good jobs by 2030.

Metrics

1. Increase the number of high-road employers served by the WSC System by 200% by Year 2
2. Increase the number of WSC participants enrolled in targeted middle-skill occupations trainings
3. Increase the number of WSC participants enrolled in apprenticeship programs, including non-traditional
4. Increase the number the number of WSC participants placed with labor partners
5. Increase the number of referrals between the BusinessSource and WorkSource Center Systems

Note: EWDD is currently conducting a procurement to identify sector strategist for priority sectors. Specific targets will be defined upon completion of sector strategies.

Element No. 3 – Expand Cross-Sector Collaboration with both City “Source” systems and with regional education and workforce development partners to enhance the capacity and effectiveness of WSCs ensuring comprehensive support for job seekers.

Observation

The CSUN evaluation found inconsistent collaboration between WSC providers and key regional educational and workforce partners that are critical to leveraging and saving resources and expertise across these interconnected programs. Currently, the communication, coordination, and collaboration between the WorkSource System and other service systems – YouthSource, BusinessSource, and FamilySource – is inadequate. Though there are exceptions, there is no real broader strategic framework in place to ensure consistent and effective collaboration across these systems.

Solution

1. Replicate the successful “LAP3” regional collaboration hosted by WSCs (including California Employment Development Department (EDD), California Department of Rehabilitation (DOR), Los Angeles Unified School District (LAUSD), Los Angeles Community College District (LACCD) Family Source Centers, BusinessSource Centers, YouthSource Centers, and Los Angeles Department of Aging;
2. Expand co-location agreements with Adult Schools, Community Colleges
3. Expand regional partnerships with LA City Libraries - creating WSC service portals

Metrics

1. Number of co-enrollments between key regional partners (as tracked via EWDD created referral portal; Automated Referral System)
2. Number of regional partnership meetings hosted by WSCs

Element No. 4 – WSC Staffing

Observation

High staff turnover rates and limited opportunities for professional development pose challenges for maintaining a skilled and experienced workforce. Low wages, demanding workloads (high participant to case manager ratios), and a lack of career advancement pathways contribute to staff burnout and attrition, which can disrupt service continuity and quality. Data suggests that there are also inconsistent staffing levels across the centers.

Solution

1. Set minimum staffing levels for 1) case managers and 2) employer engagement
2. Set minimum wage for WSC staff - \$72,000 / year (no less than \$35/hour) -(Over a 2-year period)
 - a. Rationale: 2080 annual working hours x \$35 per hour = \$72,800 in annual earnings or \$6,066 monthly. With average monthly rent in LA = \$2,120 this results in 35% of gross earnings being set aside for rent. This still exceeds the 30% general guideline.
3. Participant to Case Manager Ratio - 50 to 1 (no greater than 50 clients per case manager)
4. Require Case Manager Certification by Year 2 – Establish a system-wide training academy to certify WSC staff as workforce development professionals.

Metrics

1. Increased employee retention rates for WSC staff (no less than 90%)
2. Decreased Participant to CM ratios (50-1)
3. Increased Customer Satisfaction rates of WSC system

Element No. 5 – Expand the reach of the WSC System through virtual services and community-partnerships.

Observation

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.

Solution

1. 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. **Note: this recommendation will require a significant investment.
2. Expand WSC partnerships with LA City libraries, where at a minimum, customers can enroll for services.

Metrics

1. Increased number of enrollments through virtual one-stop or community partners.

Element No. 6 – Continue focusing on high-barrier populations through customized programs that address individual barriers to employment, including educational attainment and need for supportive services.

Observation

The City's WDS continues to be a leader in serving high-barrier job seekers. The WSC system will build on the success of nationally recognized programs, such as LAP3 in serving disconnected youth and LA:RISE in serving persons experiencing homelessness, that successfully place Angelenos into competitive and transitional employment opportunities.

Solution

1. Continue with enrollment goals for 1) homeless, 2) returning citizens, 3) people with disabilities, 4) veterans and 5) English language learners; ;
2. Implement new strategies for Older Workers through the AdvantAGE LA plan;
3. Establish new enrollment goals for older workers - not less than 17% of all enrollments; and
4. Establish new enrollment goals for opportunity youth, including increased flexibility for co-enrollments between WSC and YSCs.

Metrics

1. Number of High-Barrier populations placed in training
2. Number of High-barrier populations employed
3. Number of referrals to community based organizations for supportive services

Additional Recommendations:

No. 1 – Evaluate the Number of Centers and Minimum Budgets

As noted above, one of the major issues with the current WSC system is insufficient funding to 1) adequately staff WSCs and 2) insufficient funding for essential support services required by program participants. In order to adequately support participants with low educational attainment, the City should reduce the number of WSCs to increase 1) case management support and 2) participant related costs.

The Workforce Development Board and City Council should consider updating the number of WSCs funded through this procurement to achieve higher-level outcomes for program participants. Attachment 3 includes 3 sample budgets reflecting 10, 11 and 14 WSCs. Each also includes leverage requirements at different funding levels.

No. 2 – WorkSource Center Locations

WorkSource Centers will be selected based on 2 criteria, including:

1. Need, as defined by the Community Planning Areas with the highest
 - a. Poverty
 - b. Median Household Income
2. Ensuring citywide coverage
 - a. All Angelenos should have reasonable access to workforce services, either through a comprehensive WSC or a satellite office.

No. 3 – Update the WDS Performance Evaluation to better gauge Return on Investments and Impact beyond the minimum Federal Performance Measures

EWDD currently has an open procurement to identify a consultant to support with the evaluation of workforce programs. The proposed work will include updating the current Star-based performance evaluation system to include among other elements impact of programming on poverty reduction and return on investment for individual WSCs.

Attachments: The data and research supporting this system redesign are highlighted in the following documents:

1. LAEDC's People, Industry, and Jobs, 2022-2028 Report
2. CSUN WorkSource System Evaluation Report
3. EWDD High Impact WSC System Budget Models
4. Federal and Local Performance Measures