



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

**Tuesday, October 22, 2024
10:00 AM - 12:00 PM**

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

AGENDA

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

ACTION ITEMS:

3. Consideration of the Minutes of September 19, 2024
4. Adoption of the Five-Year Workforce Development Strategic Plan Tammy Ortuno
5. Approval of the WorkSource Center Evaluation and Redesign Concept Paper Recommendations + Authority to Release the WorkSource Center Request for Proposal, Including an Updated Timeline Gerardo Ruvalcaba
6. Next Meeting: Thursday, January 9, 2025 10:00 A.M. - 12:00 P.M.
7. Adjourn

Executive Committee:

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

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3.

DATE: October 22, 2024
TO: Workforce Development Board (WDB)
FROM:
SUBJECT: Consideration of the Minutes of September 19, 2024

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- ▣ Item 3 - Draft_Minutes_2024_9_19_WDB_Exec_Comm_Meeting
- ▣ ADOPTED_Minutes_2024_9_19_WDB_Exec_Comm_Meeting

September 19, 2024

**WORKFORCE DEVELOPMENT BOARD (WDB)
EXECUTIVE COMMITTEE MEETING**

Thursday, September 19, 2024
10:00 AM

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MINUTES

Members Present: Charles Woo, Garrett Gin, David Crippens, Chad Boggio, Dr. Alex Davis

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Item 13 was taken out of order.

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ACTION ITEMS:

Consideration of the Meeting Minutes of June 20, 2024

David Crippens moved to to Approve. Seconded Garrett Gin. Passed.

Approval of the Results of a Request for Interest Issued by the Economic and Workforce Development Department to Eligible YouthSource Center Replacement Operators to Assume Operation of the Central and West Los Angeles YouthSource Center

Gerardo Ruvalcaba, EWDD Assistant General Manager presented the Department's request to select replacement operators for the Central LA and the West LA WorkSource Centers based on responses to the Request For Interest. Two proposals were received for replacement operators of the YouthSource Centers. The Department is recommending that the bidders with the two highest scores be selected as the replacements operators; Goodwill Southern California be selected for the West LA site, and Catholic Charities of LA for the Central LA center.

- **The centers would issue layoff notices on September 30, 2024 if there is no final agreement.**

- **Discussion was held regarding the reasons for the difficulty in reaching a final agreement with UCLA. Concerns regarding certain contract provisions required by the City were cited as a reason for the contract issue.**

- **Mary Keipp, UCLA said that there is one outstanding language issue.**

- **Deputy City Attorney Chris Lee stated that it is an applicability issue.**

- **Gerardo said that the Department has gone through this several times, and that they are prepared with a transition plan. A service worker retention ordinance is included so the twelve employees will get job offers.**

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Garrett Gin moved to to Approve. Seconded Chad Boggio. Passed.

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Donny Brooks, EWDD staff presented a request from the Department to authorize them to accept \$250,000 from the U.S. Conference of Mayor's, secured by the Mayor's Office to fund the Housing Authority of Los Angeles' (HACLA) CareerConnect to provide digital literacy training to recently housed individuals. Additionally, the Department request is for authority to award \$225,000 of the grant funds to the Housing Authority to implement the CareerConnect Initiative to provide the digital literacy training. David Crippens moved to to Approve. Seconded Alex Davis. Passed.

Approval for the Economic and Workforce Development Department to Allocate \$2.5 Million of Los Angeles Reconnections Career Academy 2.0, Gang Injunction Curfew Settlement Funds to WorkSource Centers, America's Job Centers of California for Program Year 2024-25 (July 1, 2024 - June 30, 2025)

Donny Brooks, EWDD staff requested that Item #7 be tabled.

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- **Gerardo Ruvalcaba stated that some agencies struggle to make the overall enrollment goal, or the specialty populations goals because they do not have high numbers of priority populations, such as reentry or homeless individuals. As they redesign, they will be more specific with goals for specific regions.**

- **Deputy Mayor Shockley asked how the Department addresses the need for technical assistance or corrective action if a center is under performing.**

- **Gerardo responded that the Department monitors the centers quarterly, and the team provides technical assistance and will provide a corrective action plan if needed.**

- David Crippens commented that the vision for the Annual Plan should be guided by this reporting.

- Gerardo said that they are in the process of developing a new 5-Year Strategic Plan that is project heavy. They acknowledge that there is a need to structure how they support their service providers. They are putting together a data analysis unit, and bringing in a contractor to evaluate how they evaluate contractors, and to measure the return on investment. They will work with the Board to come up with recommendations.

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- Hire LA allows them to monitor enrollment, and it allows them to pay the participants through this platform

- Gerardo Ruvalcaba said that through this system they connect youth to different service providers. It tracks the enrollment process, and any documentation that is required.

David Crippens moved to to Aprove. Seconded Alex Davis. Passed.

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NON-ACTION ITEMS:

A Report from the Economic and Workforce Development Department on a List of Critical Tasks and Project Timelines or WorkPlan that it Must Complete Over the Next Six-Months

Elizabeth Macias, Strategic Planning Unit, EWDD presented to the Board a six-month work plan listing critical tasks and timelines that the Department must complete to support the Annual Plan, and strategic plans. They launched various strategic plans this year. This is an effort to provide the Board with proposed timelines for the completion of the various strategic plans, the procurement timelines, and proposed implementation of the plans. Events planned include a Cross Roads Conference, and an LA:RISE 10-year anniversary.

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Introduction of the Workforce Development Board Interim Executive Director

Item 13 was taken out of order, during public comment.

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Chair Charles Woo adjourned the meeting at 11:20 a.m.

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4.

DATE: October 22, 2024
TO: Workforce Development Board (WDB)
FROM:
SUBJECT: Adoption of the Five-Year Workforce Development Strategic Plan

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- ▣ Item 4 - Adoption of 5-Year Plan
- ▣ Item 4 - Attachment - Five-Year Workforce Development Strategic Plan (Draft)
- ▣ Item 4 - Ad Hoc Five Year Plan Presentation

CAROLYN M. HULL
GENERAL MANAGER



444 S. FLOWER STREET
LOS ANGELES, CA 90071

KAREN BASS
MAYOR

DATE : October 22, 2024

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager 
Economic and Workforce Development Department

**SUBJECT: ADOPTION OF THE FIVE-YEAR WORKFORCE DEVELOPMENT
STRATEGIC PLAN**

WORKFORCE DEVELOPMENT BOARD ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. **ADOPT** the Five-Year Workforce Development Strategic Plan (Strategic Plan) prepared by CivicMakers;
2. **AUTHORIZE** the General Manager of EWDD to transmit the Strategic Plan to City Council for final adoption;
3. **INSTRUCT** the WDB Interim Director, with support from the City Attorney's Office, to begin the process of modifying the WDB By-Laws to incorporate recommendations to the committee structure.

BACKGROUND

To address the ramifications of the COVID-19 pandemic, the EWDD procured a third-party consultant, CivicMakers, to support the City of Los Angeles' (City) Workforce Development System (WDS) in developing a comprehensive five-year strategic plan that promotes economic recovery, financial stability, and prepares residents and businesses of Los Angeles for jobs of the future. The proposed Strategic Plan was to include the following deliverables:

1. A concrete five-year strategy that supports the Mayor's goal to connect every Angeleno with a living-wage job and career pathways;
2. Facilitated meetings with community stakeholders and business leaders to assess the critical need for highly trained employees in today's workforce and address barriers to employment; and
3. An in-depth analysis of government policies that may be hindering labor growth and wage increases, identify solutions and best practices for increasing employment and reducing labor shortages.

The final draft of the Strategic Plan was submitted to EWDD in September 2024 and the Strategic Plan was presented to the WDB Ad Hoc Subcommittee on October 1, 2024.

STRATEGIC PLANNING PROCESS

The Strategic Plan was co-created through a robust engagement process. A 20–member Ad Hoc Committee was established by the WDB to support the work and to provide input on strategic plan priorities and it included workforce and industry experts such as Larry Frank, Robin Kramer, Armando Loza, and Steve Zimmer. From September 2023 to May 2024, nearly 150 people across 60 organizations served as contributors, thought partners and reviewers participated in 35 interviews, 11 focus groups, and 5 public meetings.

The CivicMakers team also analyzed historical plans and data (literature review), facilitated meetings with an Ad Hoc Committee, and conducted individual interviews with system experts from City officials and departments, state and local government representatives, education and training, labor research, business, labor unions, community organizations, and advocacy groups. The CivicMakers also coordinated with parallel strategic projects funded by EWDD including Horizon 32K Opportunity Youth Plan, Older Worker Strategic Plan, Infrastructure Plan, and WorkSource System Redesign efforts.

The strategic planning process consisted of the following phases that were completed over the course of one year:

- Discovery and Systems Mapping
 - Relevant background document review to identify gaps and alignment; and
 - Mapping LA’s workforce system (programs, services, and projects).
- Research Design
 - Develop a research plan that supports the emergence of system improvements and alignment; and
 - Research will encompass key elements like current/future workforce, required skills/updated training and education, policies that promote/hinder labor growth and wage, and best practices for workforce program effectiveness.
- System Evaluation
 - Define the current state of LA’s workforce system;
 - Integrate the improvements identified during the research and potential alignment between departments, programs, and services;
 - Interview CBOs, workers, educational institutions, employers, and public agencies; and
 - Administer surveys and further collaborate with stakeholders.
- Gap Analysis
 - Identify constraints and opportunities; and
 - Compile insights on living wage, career pathways and accessibility, and program/policy strategies.

- Strategic Plan
 - Draft Strategic Plan and provide opportunities for feedback and refinement; and
 - Finalize Strategic Plan

CMH:GR:DB:EM:cg

Attachment: Five-Year Workforce Development Strategic Plan (Draft)

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.

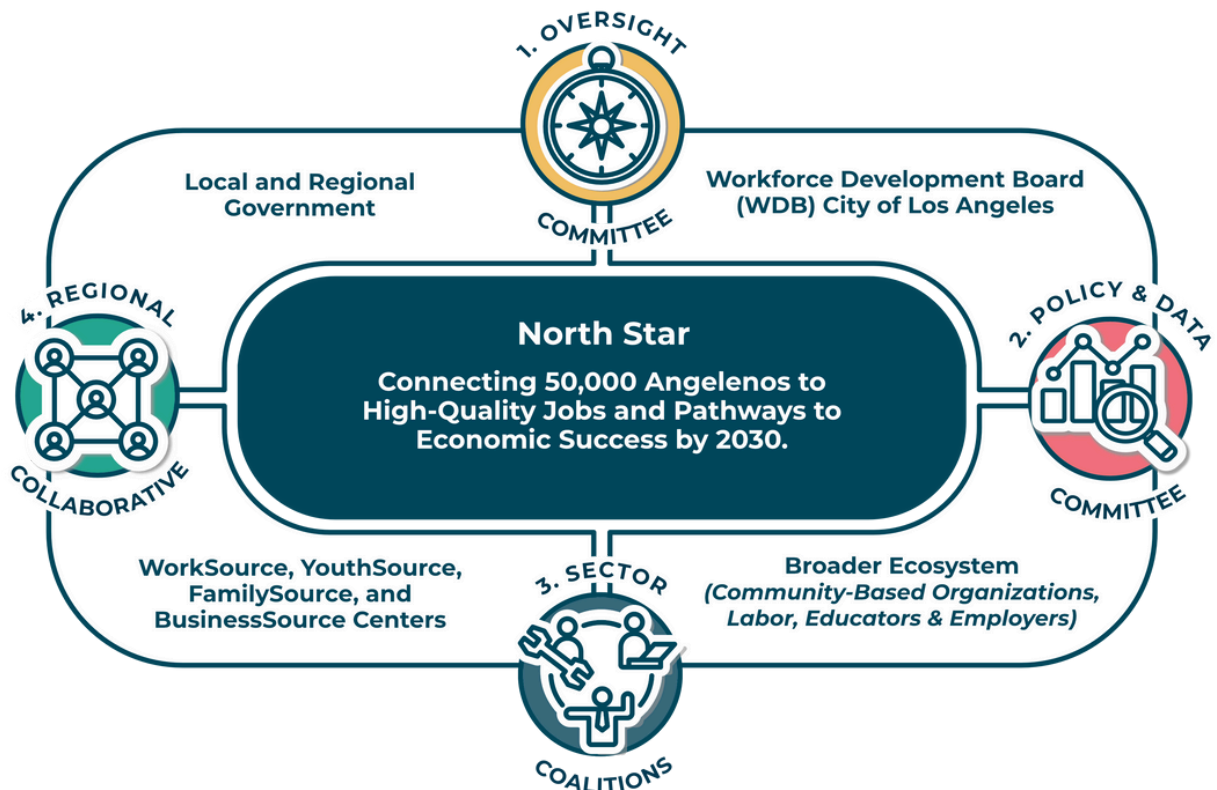


Figure 1. Visualization of the Four System Cornerstones (pg 14), bridging different segments of the Workforce Development System (WDS) to achieve the North Star.

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 - Empowering Vulnerable Populations: A Path to an Equitable Workforce (pg. 9)
 - Building a Strong Workforce Ecosystem (pg. 10)
 - Developing a Focused Approach (pg. 11)**
 - Engagement Process (pg. 11)
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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

- EWDD Year Twenty-Five Annual Plan for Program Year 2024-2025
- AdvantAGE LA Older Worker Strategic Plan
- Horizons 32K Strategic Plan (formerly LAP3)
- LA Workforce Infrastructure Network (LAWIN) Strategic Plan
- LA YouthSource and WorkSource Center Redesign Reports
- LA Youth Development Department (YDD) Citywide Strategic Plan

Over time, this list may expand to monitor additional plans within the City and region (e.g. department-specific workforce strategies such as LAX and the Port of LA). Monitoring these plans in one place will ensure that workforce development efforts are not siloed but interconnected, driving comprehensive and lasting impact.

Over the next five years, the Regional Collaborative will serve as the driving force in aligning these comprehensive plans, creating a workforce development system that is more responsive, adaptable, and effective at meeting the challenges of the future. The collaborative will:

- Create a dashboard to monitor the implementation of plans in the city and region.
 - Integrate key workforce plans for unified action.
 - Uplift insights to inform process and policy improvements at the system level.
- Expand registered apprenticeships across Los Angeles.

By linking these strategies, LA will foster economic mobility for all its residents and position itself as a leader in workforce innovation.

Oversight Committee



Leverage the Workforce Development Board’s current position, as a cross-system convener, to oversee the implementation of the Five Year Path Forward.

The existing Oversight Committee will provide leadership, direction, and accountability for the entire plan. It will ensure that all initiatives align with the overarching goals of the plan and that progress is continuously monitored. Over the next five years, the Oversight Committee will:

- Establish performance metrics and conduct annual reviews to track the success of the plan.
- Identify any gaps or emerging challenges in implementation and make real-time adjustments to keep the plan on course.

Policy & Data Committee



Expand the WDB’s Policy Committee into a ‘Policy & Data Committee’ with a key role in defining and tracking metrics for high-quality, living-wage jobs and monitoring labor market trends.

The Policy & Data Committee will be a critical driver of data-informed decision-making. By analyzing labor market trends, workforce outcomes, and demographic data, this committee will ensure that strategies remain aligned with the evolving needs of the workforce and economy. The committee will also play a key role in ensuring equitable access to opportunities.

Over the next five years, the Policy & Data Committee will:

- Quantify and measure progress toward the North Star.
- Establish a comprehensive data infrastructure to track key performance indicators (KPIs) and measure the plan’s impact.
- Use data to forecast future workforce needs, ensuring that the system is proactive rather than reactive to changes in the economy.

Impact Over the Next 5 Years

These four Cornerstones will transform the Los Angeles workforce development system by:

- Aligning workforce strategies with high-growth industries and working closely with employers to ensure that job seekers are equipped with the skills and qualifications needed for future opportunities.
- Creating stronger partnerships across the region, providing holistic support that goes beyond employment and addresses the broader needs of high-barrier populations.
- Establishing clear leadership and accountability, ensuring that the goals of the plan are met on time and that progress is transparent.
- Using data to drive decisions, ensuring that strategies are adaptable and responsive to labor market trends.

The 5-Year Path Forward will leverage these Cornerstones to build a more resilient, inclusive, and responsive workforce system that positions Los Angeles as a leader in workforce innovation.

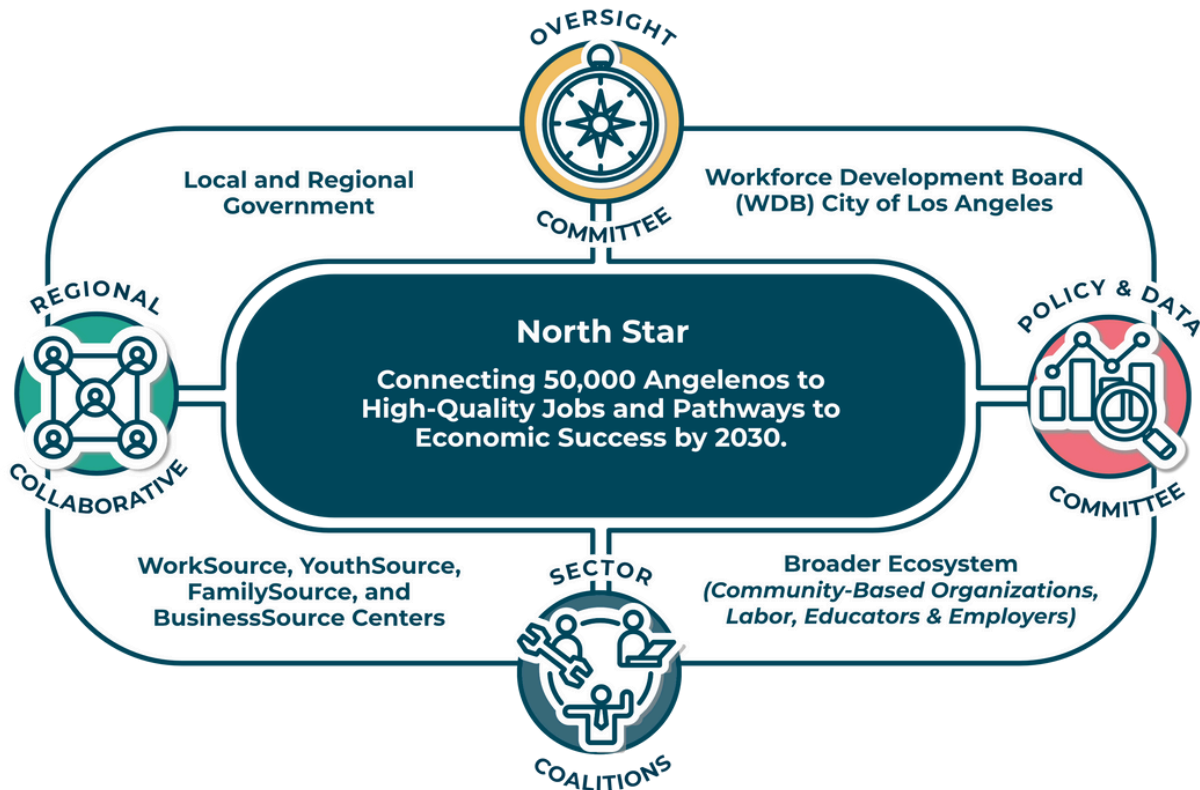


Figure 1. Visualization of the Four System Cornerstones, bridging different segments of the Workforce Development System (WDS) to achieve the North Star.

MEASURING SUCCESS AND IMPACT

The 5-Year Path Forward will measure success through key performance indicators (KPIs) that track progress toward placing 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training by 2030. Key metrics include:

- **Job Placements:** Monitoring the number of individuals placed into sustainable, living-wage jobs, with a focus on high-barrier populations and long-term economic mobility.
- **Work Experience Opportunities:** Tracking the number of paid internships, apprenticeships, and career exploration opportunities that provide Angelenos with critical pathways to transformative career growth and long-term stability.
- **Sector Strategy Outcomes:** Measuring career advancements within high-growth industries through targeted sector strategies that align with market needs.
- **Service Delivery:** Evaluating the effectiveness of workforce centers in delivering holistic support services such as childcare, transportation, and other essential services that facilitate both job placements and work experiences.

**NORTH
STAR**

Connecting 50,000 Angelenos to High-Quality Jobs and Pathways to Economic Success by 2030

1. Driving Growth Through High-Growth Sectors

Los Angeles is poised for transformational growth, and we are unlocking the potential of key industries to lead the charge. By tapping into these sectors, we are creating real opportunities that will uplift communities and build lasting economic foundations:



Biosciences ~1,000 jobs + work experience

Partnering with leading universities and biotech firms to prepare Angelenos for roles in groundbreaking research and manufacturing. **Why it matters:** These 1,000 jobs and work experiences will drive innovation, fueling advancements in science and technology while creating access for those traditionally excluded from the industry.

Blue & Green Economy ~2,500 jobs + work experience

Training workers for the future—jobs in renewable energy, sustainability, and climate resilience that not only build careers but protect our planet. **Why it matters:** Helping LA lead the way in climate action and environmental justice.

City of Los Angeles & Public Sector Agencies ~2,500 jobs + work experience

Expanding opportunities in the public sector through initiatives like Targeted Local Hire to offer upward mobility for veterans, the formerly incarcerated, and high-barrier populations.

Why it matters: Ensuring that every resident—regardless of background—has a chance to serve and grow within our government infrastructure across the region.

Construction ~4,000 apprenticeships

Empowering individuals through public policy and apprenticeships in public infrastructure and green building projects, providing unionized jobs that offer not just a paycheck, but a future.

Why it matters: Stable, well-paying jobs are key to preventing homelessness and building housing for those who need it most.

Entertainment, Motion Picture, and Sound Recording ~2,000 jobs + work experience

Leveraging Los Angeles' position as a global entertainment hub by expanding opportunities in media production, film, and television. With several of these jobs offering living wages, the sector provides vital opportunities for middle-skill workers and creative professionals. Its recovery post-pandemic will boost tourism, community engagement, and the broader creative economy. **Why it matters:** These jobs and work experiences will not just sustain our entertainment capital status—they'll open doors for low-income residents to be part of LA's world stage.

Healthcare & Social Assistance ~13,000 jobs + work experience

Expanding training and apprenticeships with hospitals and health centers to create pathways for women, people of color, and older workers to enter and advance in healthcare—one of the fastest-growing sectors. **Why it matters:** This industry will directly support our city's health while addressing critical workforce shortages, ensuring our most vulnerable communities receive care.

Performing Arts, Spectator Sports, and Related Industries ~2,000 jobs + work experience

Tapping into LA's cultural and economic strength by leveraging global events like the 2028 Olympic & Paralympic Games and World Cup to create accessible roles in media production and event management. **Why it matters:** Hosting global events boosts local revenue and creates thousands of jobs. These industries play a significant role in promoting social cohesion, offering opportunities for local businesses and communities to participate.

Transportation ~3,000 jobs + work experience

Placing Angelenos into transportation jobs and work experience opportunities within the transportation industry will help meet the growing demand in freight transportation and logistics among other areas, ensuring a strong local workforce for the future. **Why it matters:** By providing work experience and jobs, particularly for underrepresented communities, Los Angeles can equip its workforce to support long-term growth and maintain its status as a key player in global trade.

2. Building Pathways to a Brighter Future

Our commitment to workforce development goes far beyond simply finding jobs—it's about unlocking doors to lifelong careers, fueling economic independence, and empowering Angelenos to thrive in a changing world:

Registered Apprenticeships ~2,500 placements

Expanding non-traditional registered apprenticeships that connect underserved populations with high-wage, permanent jobs in key sectors.

High-Barrier Programs ~4,500 placements

Through initiatives like LA:RISE and Job Connectors the City of LA is offering critical support services and employment pathways for opportunity youth, veterans, and people experiencing homelessness.

WorkSource & YouthSource Redesign ~4,000 placements

Reimagining LA's workforce centers to provide first-time job seekers with the training and guidance needed to secure meaningful work.

Educational Partnerships ~5,000 placements

Aligning education and employment through partnerships ensuring students are ready for the job market and equipped for success.

Sector-Specific Training Programs ~4,000 placements

Offering certifications and training that prepare workers for middle-skill jobs in clean energy, healthcare, among other areas, creating long-term resilience.

3. Creating Accountability for Impact

This initiative is more than just a set of programs—it's a promise to create lasting change. Through data, accountability, and collaboration, we're ensuring that this plan delivers real results:

- **Annual Targets:** We will place 10,000 Angelenos into living-wage jobs and work experiences every year, with a sharp focus on equity, inclusion, and opportunity for all.
- **Economic Impact:** Contributing to the over 354,100 projected new nonfarm jobs by 2028, reducing poverty, increasing housing stability, and boosting economic growth.

CONCLUSION AND CALL TO ACTION

The vision for the next five years is to build a resilient, adaptable workforce system that not only meets labor market demands but also creates pathways to living wages, career growth, and economic mobility for all residents, especially those in historically underserved communities.

The Los Angeles 5-Year Path Forward presents a comprehensive strategy to build a stronger, more resilient workforce development system. By aligning workforce strategies with key industries, addressing the unique needs of high-barrier populations, and fostering collaboration among key stakeholders, the plan ensures that every Angeleno has the opportunity to thrive in a dynamic and evolving economy. Together, these efforts will establish Los Angeles as a city where its workforce is well-prepared for the future and where equitable economic opportunities are available to all.



Join us in Transforming Los Angeles!

Achieving the goals of the 5-Year Path Forward will require a collective effort from all stakeholders. Together, we can shape the future of our city – where every person has access to opportunities that lead to a living-wage job and where economic success is within reach for every Angeleno. Through bold, targeted strategies and collaboration across sectors, we will make Los Angeles a more inclusive, resilient, and thriving city by 2030.



» 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 2029.

Key | Structure of the Roadmap

Action Roadmap
page 25

Oversight Committee

Priorities for Year 1

Y1 Focus
Create accountability processes to monitor the implementation of objectives and initiatives across members of the WDS.

Y1 Outcomes
I. Formalize and Recruit the Policy & Data Committee
II. Finalize a Template Approach to Form Sector Coalitions

OUTCOME → **I. Formalize and Recruit the Policy & Data Committee**
This Policy & Data Committee will provide critical infrastructure for sector strategies to leverage the existing Workforce Development System and regularly assess impact toward the North Star. This will ensure the policies and programs developed meet the needs of Angelenos.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 1. Establish the Governance Structure for the Policy & Data Committee						
A. Define the role of the Policy & Data Committee in relation to the Workforce Development Board (WDB), finalizing its composition and responsibilities by Q2.	Lead: WDB Support: Oversight Committee	Y1				
B. Finalize the list of roles and expertise that should be represented on the Policy & Data Committee.	Lead: WDB Support: Oversight Committee	Y1				
OBJECTIVE 2. Assemble the Policy & Data Committee						
A. Recruit WDB Board Members to staff the Policy & Data Committee.	Lead: WDB	Y1				
B. Develop a work plan as a Committee - review and verify the initiatives of this strategy, define a meeting cadence and communication norms.	Lead: Oversight Committee	Y1				
C. Identify any key partners across the WDS who can provide support or outside expertise to the committee, documenting potential partners who can be contacted when needed.	Lead: Oversight Committee	Y1				

SYSTEM CORNERSTONE

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	Y1			



Policy & Data Committee

Priorities for Year 1

Y1 Focus

Develop the processes to support regular monitoring of policy and data to make them actionable.

Y1 Outcomes

- I. Centralize Workforce Data & Release Insights
- II. Establish Baseline Metrics for High Barrier Populations
- III. Recommend a Sequence for Launching Sector Coalitions

I. Centralize Workforce Data & Release Insights

Create a **single repository** where the WDS can access comprehensive details about high-demand occupations and career pathways. Data will be housed by the City on [Los Angeles Open Data](#) and [Los Angeles GeoHub](#), while the Policy & Data Committee ensures it stays updated with the latest economic and labor market trends.

Until a more accessible location is identified, make use of the [Data LA Medium page](#) and update regularly to ensure available data is accessible and digestible with short-form blogs that highlight key insights and how it impacts WDS priorities. This Medium page will host updates on the 5-Year Path Forward’s progress including the actions of active Sector Coalitions, key takeaways from recent assessments, and progress toward the North Star.

INITIATIVES	ROLE(S)	YEAR(S) 1-5			
OBJECTIVE 5. Centralize and make data accessible through partnerships and existing City communications infrastructure					
A. Formalize a partnership with Mayor Karen Bass’ Data Team to host workforce system data in an official Workforce Data Catalog.	Lead: Policy & Data Committee 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	Y2	Y3	Y4	Y5
B. Annual Release of Detailed Information: Share detailed, validated information after incorporating feedback from industry leaders to ensure accuracy and relevance.	Lead: Policy & Data Committee	Y1	Y2	Y3	Y4	Y5
C. Review and respond to data requests from the WDS (e.g. data to help ecosystem partners develop outreach materials such as handouts, brochures, and presentations).	Lead: Policy & Data Committee 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.

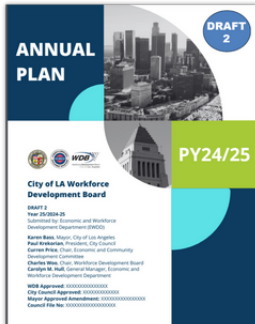
The Economic and Workforce Development Department (EWDD) will take the lead on these strategies and report back to the Workforce Development Board's (WDB) Oversight Committee, which provides strategic oversight. The EWDD will collaborate with community-based organizations (CBOs), public sector agencies, 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



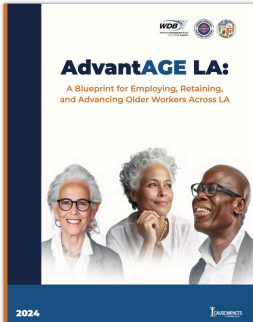
**Program Years
(2024-2025)**

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)

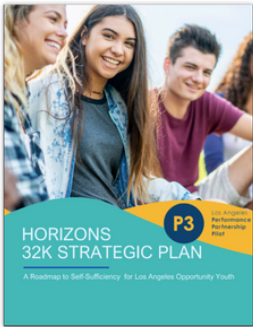
AdvantAGE LA: A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA

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		-	-
C. Collaborate with LA Regional Consortium (LARC) and Los Angeles Regional Adult Education Consortium (LARAEC) to prioritize the training, upskilling, and reskilling.	Lead: EWDD/WDB 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

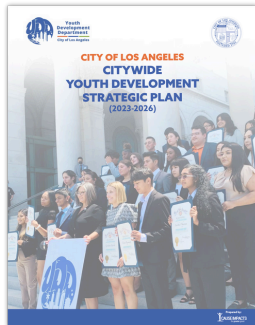


Los Angeles Workforce Infrastructure Network (LAWIN) Strategic Plan
Miguel Contreras Foundation (MCF); LA City’s Economic and Workforce Development Department, Workforce Board, LA Mayor’s Office

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)

Year 1 | Regional Collaborative Outcomes



YouthSource & WorkSource System Redesigns

Economic & Workforce Development Department (EWDD)

Support: LA Youth Development Department (YDD), Youth Council





This effort is intended to strengthen and streamline LA City’s AJCCs (America’s Job Centers of California), which currently serve more than 18,000 job seekers and 4,000 businesses each year.

INITIATIVES	ROLE(S)	YEAR(S) 1-5				
OBJECTIVE 31. Implement the YouthSource Center redesign recommendations:						
A. Implement Tiered System to ensure youth receive quality work experience based on their skillsets.	Lead: YDD & EWDD	Y1	Y2	Y3		
B. Focus on mental health services for youth.	Lead: YDD & EWDD	Y1	Y2	Y3	Y4	Y5
OBJECTIVE 32. Increase education and/or employment outcomes for Opportunity Youth						
A. Launch the YouthSource Center Navigator program with LAUSD Division & Adult & Career Education (LAUSD DACE) to increase enrollment of YSC participants into vocational training programs and connect them to high-quality, living-wage jobs.	Lead: WDB	Y1	Y2	Y3		
OBJECTIVE 33. Leverage technology to increase accessibility to Source Centers						
A. Use WSC redesign data to determine staff needs related to technology.	Lead: EWDD	Y1	Y2			
B. Pilot a participant-facing app with two centers then scale up.	Lead: EWDD			Y3	Y4	Y5



2026 CALENDAR YEAR

Year 2: Scaling & Integration

Key Outcomes for each System Connector	2026 (Q1-Q4)
 <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		Y2		
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.

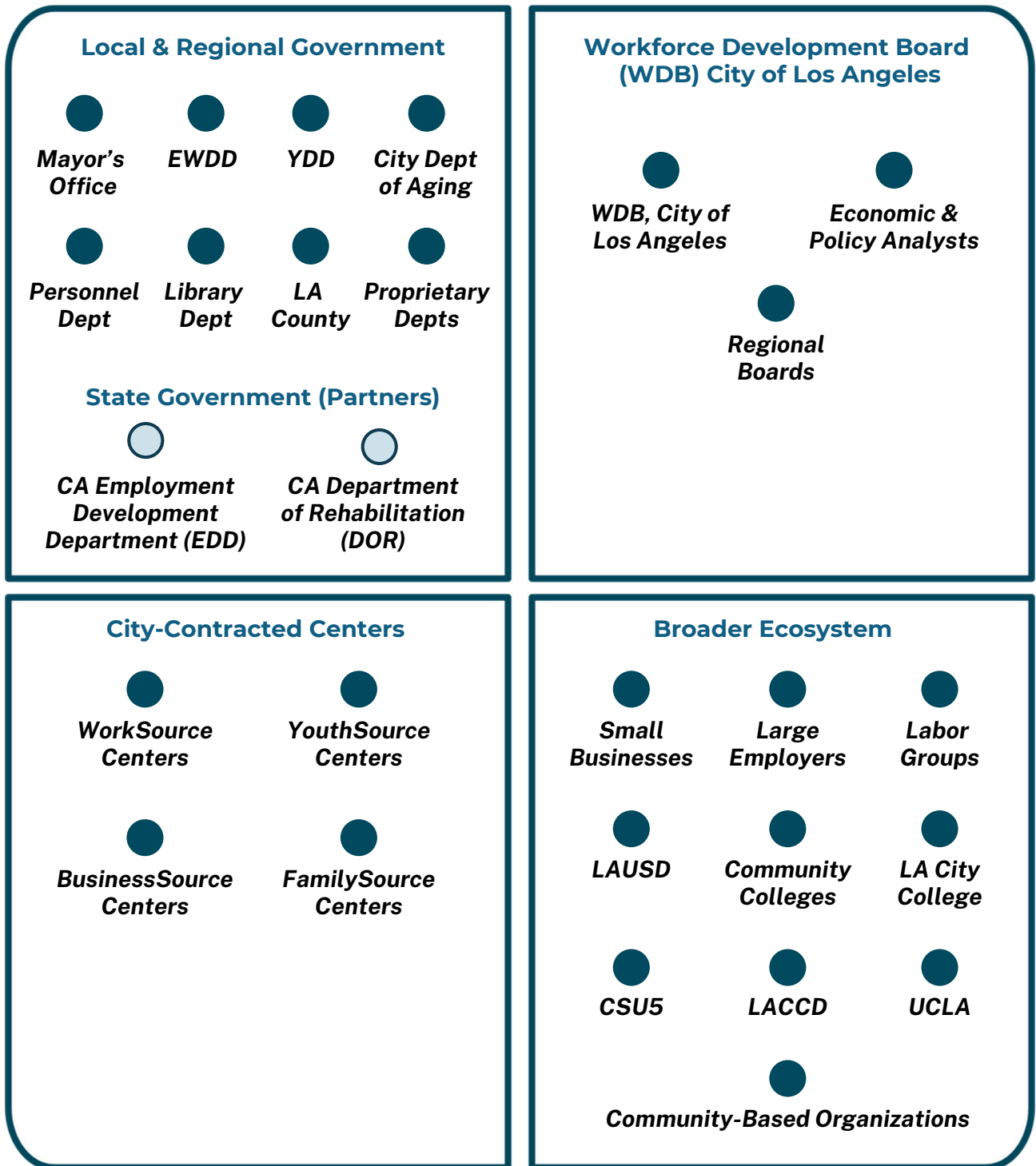
The table on the following page outlines potential metrics for determining success, informed by research on how similar workforce development plans measure their impact. These metrics include:

- **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:

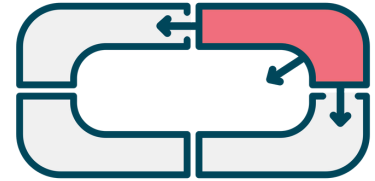
HIGH BARRIER POPULATIONS

- **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 Synthesize all inputs from previous phases into the draft Strategy.</p>

LA Workforce

A 5-Year Path Forward



YEARS 2025 - 2030

Compiled by





City of Los Angeles Workforce Strategic Plan:

A 5-Year Path Forward





Developing a Focused Approach & Engagement Process

Discovery Engagement



Systems: Public Agencies & Foundations

- Department of Economic Opportunity
- Youth Development Department
- LA Unified School District
- Dakar Foundation
- Irvine Foundation
- Hilton Foundation
- REDF
- Harbor Community Benefits Foundation
- Department of Water and Power
- Personnel Department
- Community Investment for Families Department
- Miguel Contreras Foundation
- California State University
- LA Community College District

Groups: Community Organizations & Partners

- Goodwill SoCal
- Hospitality Training Academy
- Central City Neighborhood Partners
- LA County Federation of Labor
- Local SEIU 721
- EQUUS
- Watts WorkSource Center
- Chrysalis
- HIRE LAX
- Grid Alternatives
- Para Los Ninos
- Coalition for Responsible Community Development
- Center for Employment Opportunities
- WINTER Women
- Homeboy Industries
- UNITE-LA
- LGBTQ Center

Individuals: 1:1s with knowledge experts & system users

Discovery Engagement



Systems: Public Agencies & Foundations

- *EWDD Executive Team*
- *Pritzker Family Foundation*
- *Nonprofit Finance Fund*
- *United Auto Workers - Labor Employment And Training Corporation (UAW-LETC)*
- *Los Angeles Division of Adult and Career Education*

Groups: Community Organizations & Partners

- *My Friend's Place*
- *LA Economic Development Corporation*
- *Propel America*
- *Crystal Stairs*
- *Biocom CA*
- *LA Regional Consortium (LARC)*
- *Snap, Inc.*
- *Tierra Del Sol*
- *Jobs for the Future (JFF)*
- *Hospital Association of Southern CA*
- *Child Care Resource Center*
- *San Fernando Valley Chamber of Commerce*

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*

We need to **get more specific** in our goals

Need a **population-specific focus**

Goals need **metrics & accountability**

Need to think **large scale** as well as **locally**

Consider accessibility **regionally** as well as **virtually**

Focus on **small businesses** as well as **large employers**

Need to **raise the standards** and desired outcomes

Not just living wage, but **broader self-sufficiency and job quality**

Job quality looks diff. at various stages of life, consider people's journey

What's the **role** for 'this group' to help raise the standards?

Need to **expand our list of goals**

Create opportunities to pursue **innovative approaches**

Root in the **needs (and interests) of job seekers**

Align this system with others serving the same populations

THEMES *System Goals*

The Need: Build the Capacity of the System



Introduction

Vision & Purpose

Vision: A workforce where all Angelenos have access to high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training.

Purpose: Build the capacity of the City's Workforce Development System (WDS) to meet the urgent needs of its residents and industries.

Core Values:

1. **Connect Angelenos** with quality jobs & opportunities to continue developing their skills and qualifications
2. **Ensure accessibility** to pathways into quality jobs for all Angelenos
3. **Adapt to changes** in workforce needs, considering demand from both the worker and employer perspectives

Strategic Goals of the Plan

NORTH STAR: Connect 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training by 2030

- Develop sector-specific strategies in industries that:
 - *Anticipate high-growth / job creation*
 - *Are receiving significant investment from state and federal programs*
 - *Are establishing clear worker protections and high quality jobs*
- Establish non-traditional registered apprenticeships
- Align plans and priorities via one Regional Collaborative
- Activate the WDB Oversight Committee to keep the system accountable
- Establish the WDB Policy Committee as a separate committee, to be a critical driver of data-informed decision making and policy proposals

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. 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)
- 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.)

System Cornerstones

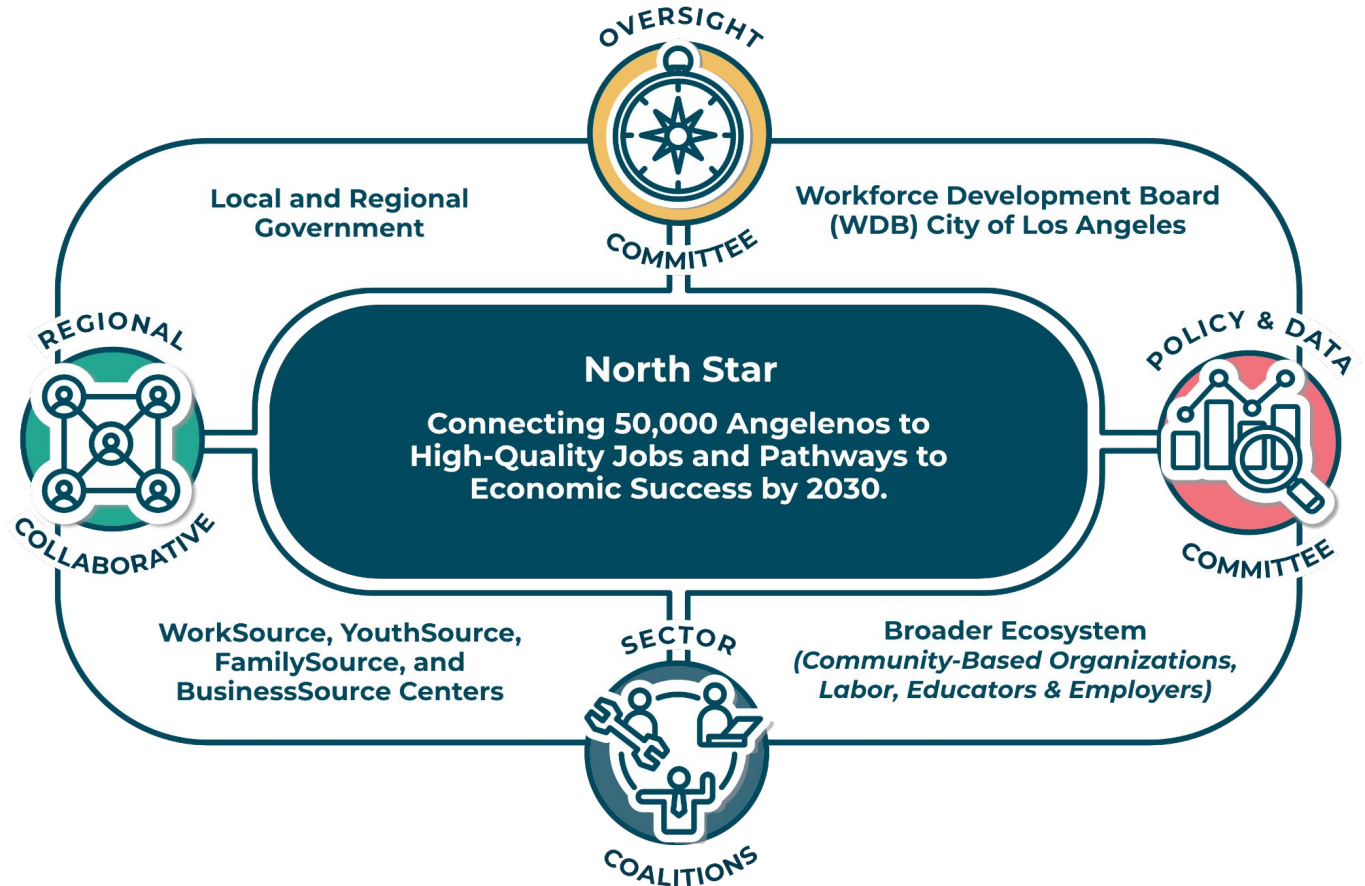
System Cornerstones

Establish four Cornerstones to anchor roles that are integral to the system.



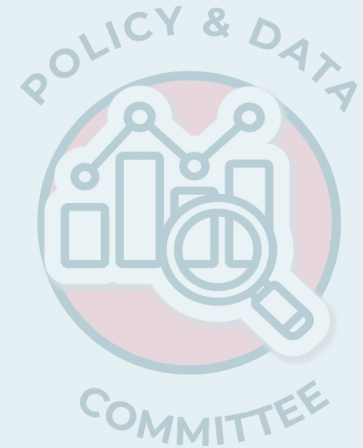
Roles to Implement the Plan

Each Cornerstone will be accountable for **implementing this Strategy** and **enhancing system connections**.



Sector Based Approach

Establish Sector Coalitions to ensure that economic development and workforce development are fully integrated, positioning both as drivers of economic mobility.



Sector Based Approach



Biosciences A Hub for Global Innovation

Blue & Green Economy Pioneering Sustainability

City of Los Angeles & Public Sector Agencies A Foundation for Stability

Construction Building LA's Future

Entertainment, Motion Picture, & Sound Recording A Global Epicenter

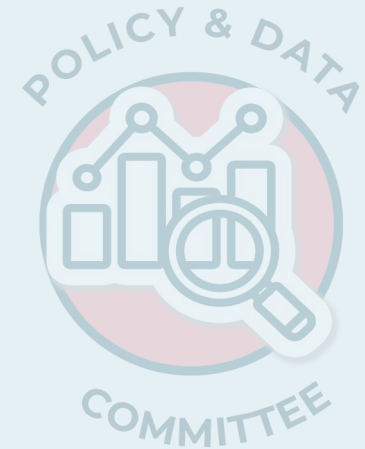
Healthcare and Social Assistance Serving LA's Communities

Performing Arts, Spectator Sports, & Related Industries Global Spotlight

Transportation Driving LA's Growth

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.



Monitor & Align



- 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 non-traditional registered apprenticeships** across Los Angeles.
 - Incoming Funding: \$500,000 from the Irvine Foundation



LA Workforce Infrastructure Network (LAWIN)

Prepares the city's workforce system to meet the demand of federal investment infrastructure projects ensuring education, training, and employment opportunities for underserved populations.

YouthSource Redesign + WorkSource Redesign

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.



High Quality Living Wage Jobs

Horizons 32K: 16-24 year olds

Connect 32,000 opportunity youth to education, training, and employment.

AdvantAGE LA: 55+

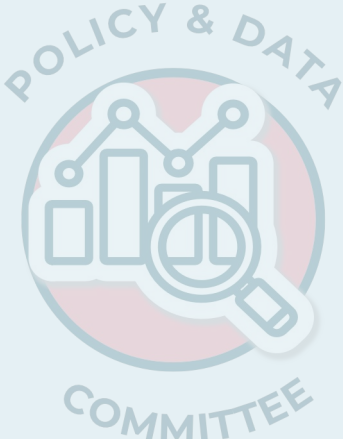
Addresses the unique needs of older workers by ensuring they have access to upskilling, reskilling and employment opportunities.

Youth Development Dept Strategic Plan

Youth have the knowledge and means to be economically independent

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.



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.



Impact over Next 5 Years

Empowering High-Barrier Populations

Focus on the following vulnerable groups:

- People experiencing homelessness
- People with disabilities
- Opportunity Youth
- Older Workers
- Justice-involved Individuals
- Veterans
- LGBTQIA+ individuals
- Low-income individuals
- Long-term unemployed
- People with limited English-proficiency

Create a system that offers support to all clients, ensuring they have easy access to wraparound services such as childcare, transportation, and mental health support.



Additional Metrics

System Connectivity

- Placements & Pathways
- Enrollment in skill-development pipelines
- Equity measures
- Accountability, transparency and information sharing

Participant Experience

- [Participant] Improved outcomes toward self-sufficiency
- [Participant] Satisfaction



Timeline

Timeline

2025

Foundation & Mobilization

- Establish key governance structures
- Develop infrastructure to track progress
- Launch Pilot Sector Coalitions
- Establish Registered Apprenticeship framework
- Launch Regional Collaborative Plans

2026

Scaling & Integration

- Launch Sector Coalitions: LA28 Olympics & Paralympics + Others
- Expand Non-Traditional Registered Apprenticeships
- Communicate trends and policy changes with the WDS
- Lead an end of year evaluation

2027-2030

Innovation & Sustainability

- Institutionalize best practices
- Drive innovation
- Ensure system adapts to labor market changes
- Secure long-term funding
- Maintain key partnerships



5.

DATE: October 22, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: Approval of the WorkSource Center Evaluation and Redesign Concept Paper Recommendations + Authority to Release the WorkSource Center Request for Proposal, Including an Updated Timeline

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- ▢ Item 5 - WSC System Redesign and Procurement
- ▢ Item 5 - Attachment 1 - City of Los Angeles WorkSource System Evaluation
- ▢ Item 5 - Attachment 2 - WorkSource Center System Redesign White Paper (Draft)
- ▢ Item 5 - WorkSource Center System Redesign Presentation

CITY OF LOS ANGELES

CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER



KAREN BASS
MAYOR

5

**ECONOMIC AND WORKFORCE
DEVELOPMENT DEPARTMENT**

444 S. FLOWER STREET
LOS ANGELES, CA 90071

DATE : October 22, 2024

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager 
Economic and Workforce Development Department

**SUBJECT: APPROVAL OF THE WORKSOURCE CENTER EVALUATION AND
REDESIGN CONCEPT PAPER RECOMMENDATIONS + AUTHORITY
TO RELEASE THE WORKSOURCE CENTER REQUEST FOR
PROPOSAL, INCLUDING AN UPDATED TIMELINE**

WORKFORCE DEVELOPMENT BOARD ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Workforce Development Board (WDB):

1. ACCEPT the results of the evaluation of the City of Los Angeles (City) WorkSource Center (WSC) System led by the California State University, Northridge (CSUN);
2. APPROVE the proposed WSC System Redesign Concept Paper Recommendations by EWDD; and
3. AUTHORIZE the release of the WSC System Request for Proposal (RFP) including an updated procurement timeline.

BACKGROUND

America's Job Center of CaliforniaSM, WorkSource Center System Evaluation

The America's Job Center of CaliforniaSM (AJCC) Adult and Dislocated Worker System, locally known as the WSC System, was last redesigned in 2013 and last procured in 2018. CSUN was contracted to conduct an evaluation of the City's AJCC, WSC System to identify ways to redesign and improve its service delivery system to connect program participants to high-wage jobs and reduce inequities among program participants. In September 2023, the City's WDB convened an AJCC, WSC System Redesign Ad Hoc Subcommittee to consider priorities for a redesign of the system and for the prioritization of the required services including required corresponding performance expectations. The final draft of the evaluation was submitted to EWDD in September 2024 and presented to the WDB Ad Hoc Subcommittee on October 1, 2024.

America's Job Center of CaliforniaSM, WorkSource Center System Procurement

In order to incorporate the recommendations of the AJCC, WSC System Evaluation and the Five-Year Workforce Development Strategic Plan (Strategic Plan) and other workforce development strategic efforts currently being completed during program year 2023–24, the EWDD proposed to administer the AJCC, WSC System procurement process in two phases. Phase I: A Request for Qualification (RFQ) was released January 2024 to establish the qualified list of proposers before issuing the full Request for Proposal (RFP). The RFQ focus is on the applicant's demonstrated ability. Phase II: A RFP is to be implemented after the System Redesign has been finalized and approved by the WDB. Only the pre-qualified list of proposers will be invited to participate in Phase II to submit an AJCC Operator proposal. The RFP will focus on the proposed Program Design, Cost Reasonableness and Leveraged Resources, and Facility Site Readiness.

During the August 14, 2024 meeting, the WDB approved the recommended List of Qualified AJCC Operators (23 applicants) that resulted from the RFQ. Since the redesign efforts were not yet completed, and at the request of the WDB, the AJCC RFQ was reopened with a September 26, 2024 submission deadline. The updated and final List of Qualified AJCC Operators is pending review and will be presented for approval by EWDD at a future WDB meeting.

WorkSource Center System Redesign Concept Paper

Guided by the findings and recommendations from the CSUN evaluation and the Strategic Plan, on October 1, 2024, EWDD presented to the WDB Ad Hoc Subcommittee its proposed WSC System Redesign Concept Paper recommendations. The Redesign Concept Paper is pending presentation to Council. Due to recent restructuring of Council Committees, the Concept Paper is pending calendaring in the newly created Community Development and Jobs Committee.

America's Job Center of CaliforniaSM Procurement Updated Timeline

- Phase I – Request for Qualifications
- Initial Board recommendations by August 2024
- Final Board recommendations by November 2024
- Phase II – Request for Proposals
- Finalize Evaluation and Program Design – August/September 2024
- Develop Concept Paper – August/September 2024
- System Redesign approved by the WDB Ad Hoc – October 1, 2024
- System Redesign approved by the WDB – October 22, 2024
- System Redesign approved by Council – TBD, November/December 2024
- Develop RFP – October/November 2024
- RFP Implementation – Release in January 2024
- Program Start – July 1, 2025

CMH:GR:DB:EM:cg

Attachment 1: City of Los Angeles WorkSource System Evaluation Final Report

Attachment 2: WorkSource Center System Redesign White Paper (Draft)

CITY OF LOS ANGELES WORKSOURCE SYSTEM EVALUATION

Final 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, which has been 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.

Table 1 below presents 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 1. 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 2. 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 3. Number of Jobs in the City of Los Angeles, California, and US

Year	City of LA	California	US
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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

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.

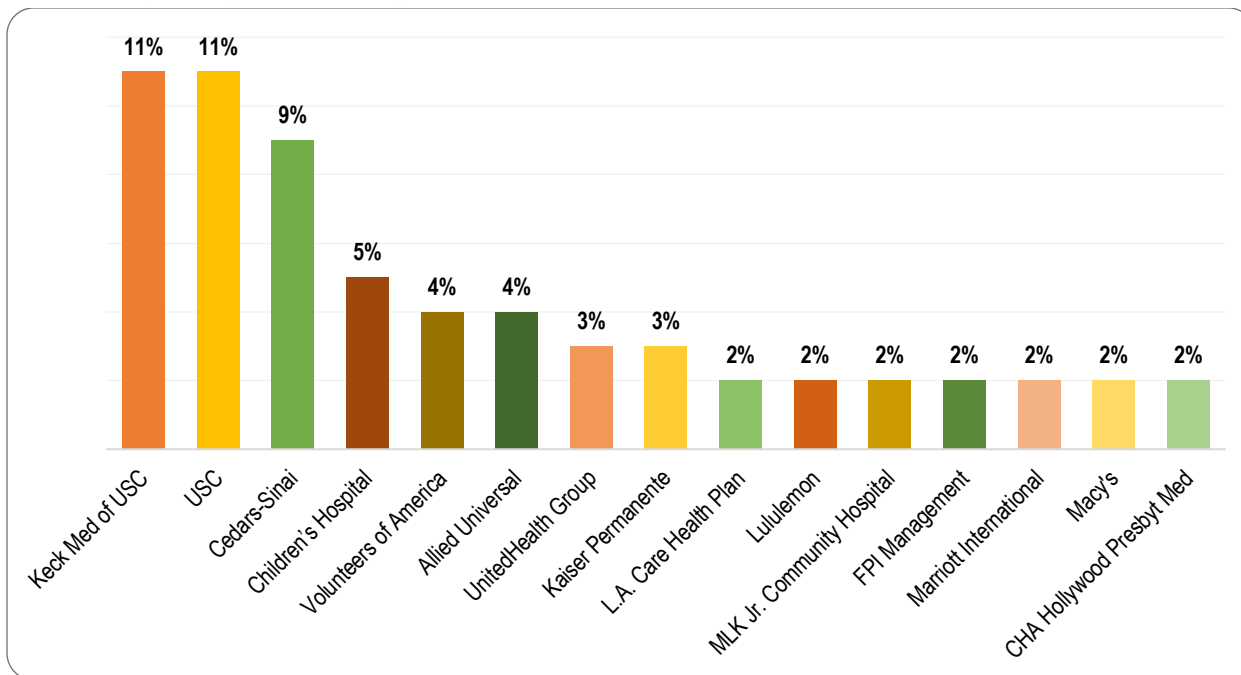
The diversity of top employers, including non-profit organizations (Volunteers of America), security services (Allied Universal), insurance providers (UnitedHealth Group), and retail companies (Lululemon, Macy's), reflects the broad economic landscape of Los Angeles. Despite the prominence of healthcare 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 1. 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 4. Occupations Projected to Grow (2023 to 2028)

Occupation	'23 Jobs	'28 Jobs	Δ	% Δ	Median Hrly Earn.	Auto. Index
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Nurse Practitioners	7,950	10,164	2,214	28	\$79.71	83.2
Medical & Health Services Mgnagers	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 & Substance 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, & 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 Managers	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 Vocational 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 6. Top 20 Skills by Number of Job Postings**

Skills	2023			2024	
	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 7. 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 & Proced	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.*

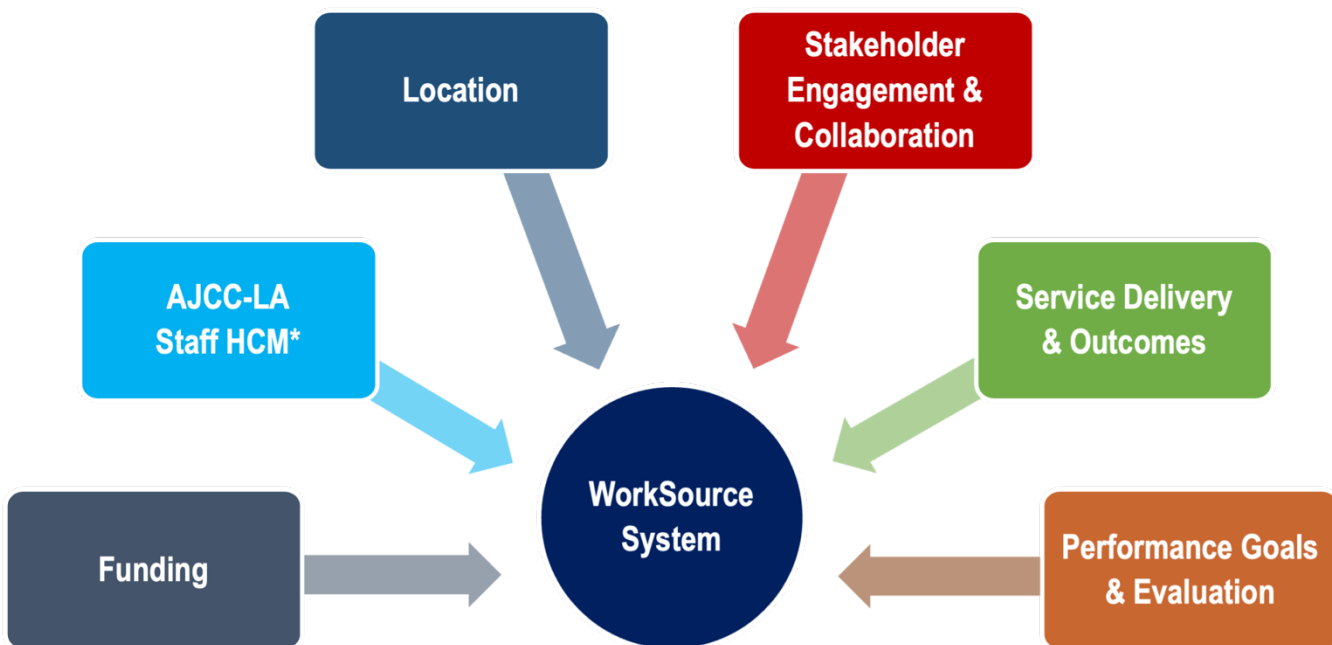
Despite these limitations, the evaluation methodology was designed to be comprehensive, rigorous, and responsive to the needs of the WorkSource System and its stakeholders. The mixed-methods approach allowed for the triangulation of data from multiple sources, strengthening the validity and reliability 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.

Figure 2. 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 4% received 21 or more services.

Figure 3. Proportion of Customers by Service Count Ranges

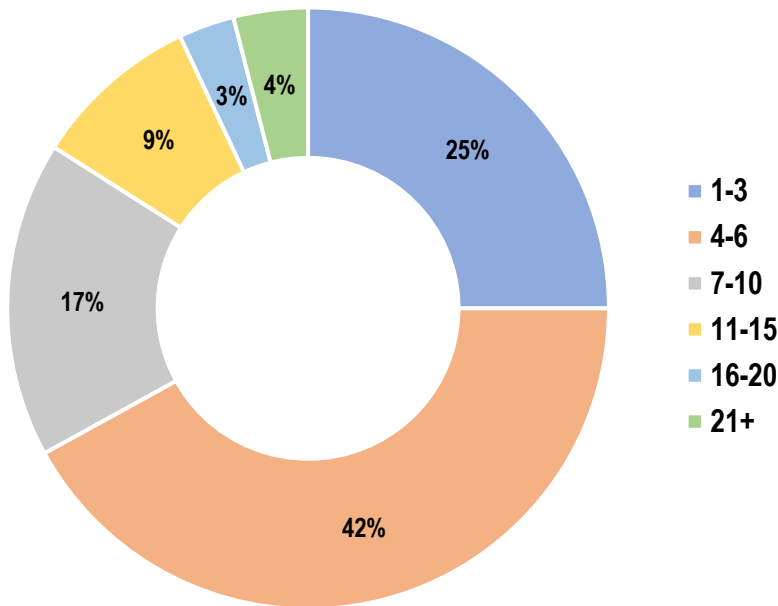


Table 10 presents data on the number of case managers, the ratio of customers to case managers, the total service count, and the total customer count. The number of case managers varies across centers, ranging from 2 to 8 per center. The customer-to-case manager ratio ranges widely, with some centers 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 10. 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 11. 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 12. 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 13. 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 (2018 and 2022)

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%. 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, 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 2022)

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 14. 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 15. 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

Trainings with less than 55% completion rate:

- Licensed Practical & Licensed Vocational Nurses
- Paralegals & Legal Assistants
- Emergency Medical Technicians
- Machinists
- Light Truck Drivers
- Transportation Workers, All Other
- Computer Network Support Specialists

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 16. 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 17. 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: 2018 and 2022

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 18. 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 19. 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 20. 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: 2018 and 2022

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 21. 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 22. 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 23. 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
<ul style="list-style-type: none"> ⤴ 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. 	<ul style="list-style-type: none"> ⤴ 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.
- ⤴ 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.

STAKEHOLDER ENGAGEMENT & COLLABORATION

Current

Future

- ⤴ 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.

- ⤴ 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 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 "real-time" indicators focused on success in meeting service and outcome goals.
- ⤴ 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.

- ⤴ Continue to require all WSCs to contribute to the City's success in meeting federal WIOA performance standards while developing additional local measures that capture the unique priorities and needs of the Los Angeles workforce development system.
- ⤴ 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

WORKSOURCE CENTER SYSTEM REDESIGN

WHITE PAPER

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ECONOMIC & WORKFORCE
DEVELOPMENT DEPARTMENT



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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 -

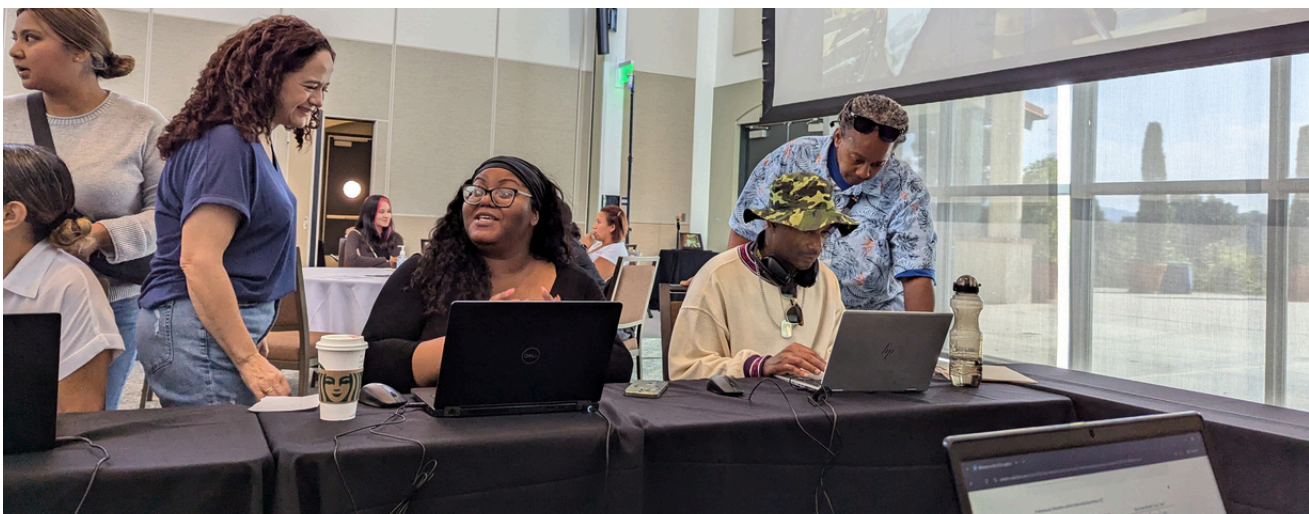
With the exception of LA:RISE and a number of discretionary programs, the lack of sufficient staffing and participant related costs, limits WSC's ability to adequately case manage program participants and provide the necessary resources to address barriers to employment. The result is a one-size fits 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. Biosciences
2. Blue & Green Economy
3. City of Los Angeles/ Public Sector
4. Construction/ Infrastructure
5. Entertainment, Motion Picture, and Sound Recording
6. Healthcare and Social Assistance
7. Performing Arts, Spectator Sports, and Related Industries
8. Transportation

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.

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. Federal and Local Performance Measures



WorkSource Center System Redesign

WDB Executive Committee Meeting
October 22, 2024





Agenda

1. Background
2. WIOA Requirements
3. Current Labor Market Conditions
4. Evaluation of the WSC System
5. Challenges and Opportunities for Improvement
6. EWDD Recommendations

Background

WorkSource Center 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, homeless, people with disabilities and opportunity youth.

WorkSource Center System

- The City's WSC system has **strategic partnerships** with the California Employment Development Department and the Department of Rehabilitation; the Los Angeles Community College District; the Los Angeles County Departments of Probation, Public and Social Services, and the Department of Economic Opportunity; the Los Angeles Unified School District; and City Departments such as the Department of Aging.
- **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 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**.

Workforce Innovation and Opportunity Act (WIOA)

WIOA Requirements



- WIOA Regulations require the re-procurement of one-stop 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. 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

Economic Conditions



Income and Poverty

- 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
- 4 % earn less than \$15,000 per year
- LAEDC data shows that in LA 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 are living in poverty**)

Homelessness

- LAHSA's 2024 Greater Los Angeles Homeless Count projects there were 75,312 homeless persons in LA County and 45,252 in the City of LA
- 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

Workforce Conditions



Population Decline

- LA 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+.

Workforce Conditions



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.

Evaluation of the WSC System

WSC System Readiness to Address New Challenges



The evaluation 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 to (1) gather ideas on ways in which the evaluation of the WSC System can be modified or improved, (2) learn about what EWDD can provide that would facilitate better WSC customer outcomes, and (3) identify what it really takes for a WSC to be highly effective and efficient.
- **Data Analysis of WSC Implementation and Outcome Performance Metrics:** Analyze historical WSC data from various sources to assess WSC implementation (e.g., adults served, services delivered, workshops, IEPs developed, staff training, program completion attrition rates, employer engagement, etc.).
- **Geospatial Analysis:** Leverage existing data from the American Community Survey & 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.

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.
2. **Limited Service customization for key populations** – the lack of sufficient staffing and participant related costs limits the WSC’s ability to adequately case manage program participants and provide the necessary resources to address barriers to employment.
3. **High Infrastructure Costs** – Contributes to the WSC system's challenge and inability to meet many participant 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.
5. **Overemphasis on Federal Performance Measures**– federal performance measures do not adequately reflect the outcomes of, and impact on, customers.

EWDD Recommendations

Objectives for the WorkSource Center System Redesign – Revamp the existing program design to support the Mayor’s Five-Year Goal of placing 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences, and training as critical pathways to economic stability and success.

1. Individualized Customer Flow Model

focused on educational attainment, barrier removal and employment outcomes



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.

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; and
4. Set service and outcome goals that exceed wages attained by individuals with comparable education without WSC intervention, by 10%.

Metrics:

1. Number of participants completing postsecondary education and/or training (credential attainment)
2. Number of participants making skills progression (Measurable Skill Gains)
3. Average wage at placement of all customers by educational attainment level
 - a. Increase % of those placed into employment at >\$55,000
 - b. Increase % of those placed into employment >\$40,000 to \$55,000
 - c. Decrease % of those placed into employment at < \$40,000
4. Number of participants provided supportive services (barrier remediation)

2. Enhance Employer Engagement Strategies

including new Sector Strategies in Prioritized Industries

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. Support Citywide implementation of High Growth Sector strategy through investments in research and sector managers.
2. The WSC System operators will support seven priority High Growth sectors as facilitate 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. Engage key regional employers to adopt a center, develop training modules and/or to hire customers in career oriented positions with self-sufficient wages
9. 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
2. Increase number of placements above \$55,000/year
3. Increase the number of WSC participants enrolled in apprenticeship programs, including non-traditional
4. 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.

Priority Sectors



1. Biosciences
2. Renewable Energies/ Blue & Green Economy
3. Public Sector/ Government
4. Construction/ Infrastructure
5. Motion Picture and Sound Recording
6. Healthcare and Social Assistance
7. Performing Arts, Spectator Sports, and Related Industries
8. Trade and Logistics/ Transportation

3. Expand Cross Sector Collaboration



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.

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 and 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

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.

Solution:

1. Set minimum staffing levels for a) case managers and b) 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. Number of WSC staff receiving credentials / training
4. Increased Customer Satisfaction rates of WSC system

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.

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 to prioritize services to high-barrier job seekers, including Homeless, Returning Citizens, People with Disabilities, English Language Learners, Veterans
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
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

1. Evaluate the No. of Centers and Minimum Budgets



One of the major issues with the current WSC system is insufficient funding to 1) adequately staff WSCs and 2) provide 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 case management support and 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.


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
 - c. *Measure of America - Human Development Index*
2. Ensuring citywide coverage
 - a. All Angelenos should have reasonable access to workforce services, either through a comprehensive WSC or a satellite office.

3. Update the WDS Performance Evaluation to better gauge Impact and Return on Investments



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.

The goal is to assess impact beyond the minimum Federal Performance Measures to better understand service quality and program outcomes and effectiveness.

Questions or Comments?



Scan the QR code to fill out the form