

City of Los Angeles | 2025 - 2030

LA Workforce

A 5-Year Path Forward



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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.

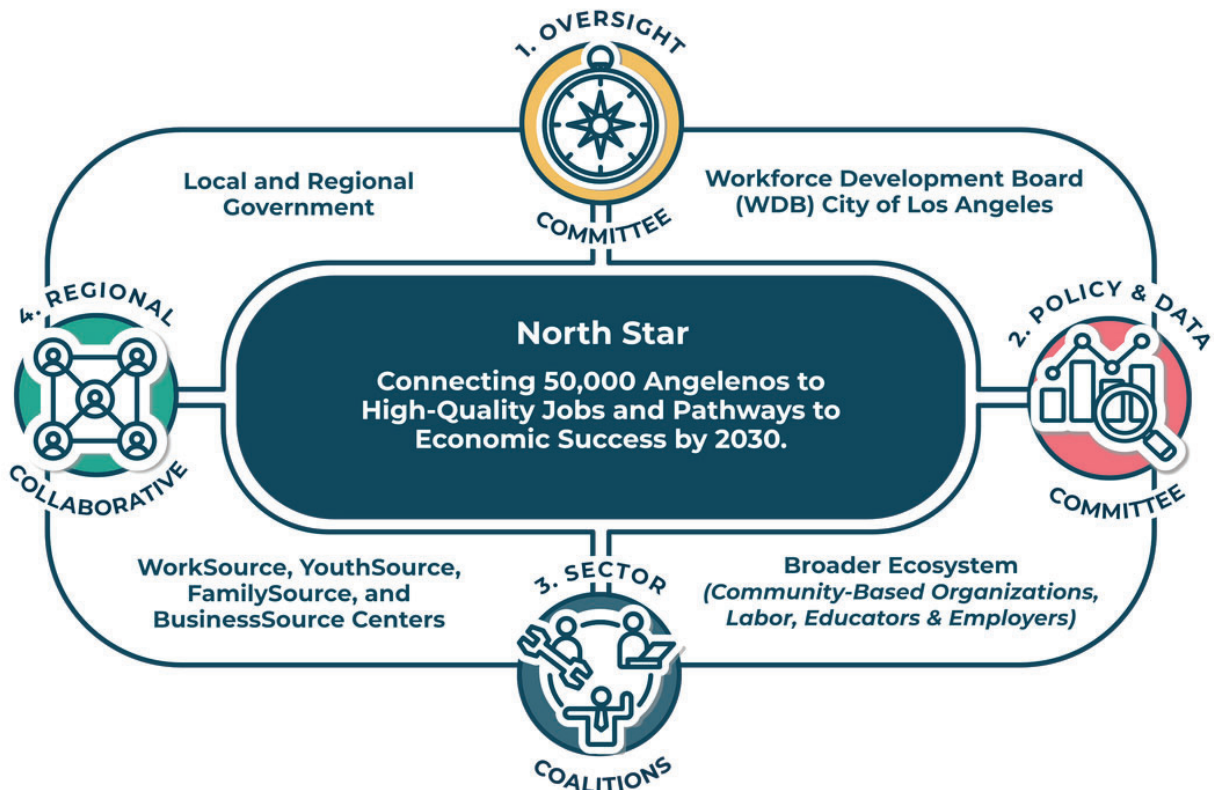


Figure 1. Visualization of the Four System Cornerstones (pg 14), bridging different segments of the Workforce Development System (WDS) to achieve the North Star.

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» I. Overview

PURPOSE AND VISION

The Los Angeles 5-Year Path Forward is a transformative strategy designed to reshape the City’s Workforce Development System (WDS) to meet the urgent needs of its residents and industries. It prioritizes collaboration among government, labor, educational institutions, businesses, and community organizations, in order to provide both workers and employers with the support they need to thrive.

This plan envisions a workforce where every Angeleno has access to high-quality, living-wage jobs and meaningful pathways to get them. By championing equity, empowering underserved communities, and driving inclusive economic growth, this action roadmap positions Los Angeles to effectively meet the evolving needs of its residents and industries, ensuring a more prosperous and resilient future for all.

Core Values

The 5-Year Path Forward is built upon three core values that guide the strategies and actions needed to create a stronger, more inclusive workforce system:

1

*Connect Angelenos with **quality jobs & opportunities to continue developing** their skills and qualifications.*

2

*Ensure pathways to quality jobs are **accessible to all Angelenos.***

3

***Adapt to changes** in workforce needs, considering demand from both the worker and employer perspectives.*

1. Connect Angelenos with quality jobs & opportunities to continue developing their skills and qualifications.

WDS partners will align around a **North Star** to:

- **Place 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training as critical pathways to economic stability and success.**

This will be achieved by launching Sector Coalitions in high-growth industries and creating more connected career pathways across the WDS.

2. Ensure pathways to quality jobs are accessible to all Angelenos:

The plan integrates City efforts to remove barriers to employment for Angelenos facing the greatest economic disparities and marginalization. Some high-barrier populations include:

- Individuals experiencing homelessness
- Justice-involved individuals
- Opportunity youth (ages 16-24, not in school or employed)
- Older workers facing involuntary job separation
- People with disabilities

By providing these groups with targeted pathways to employment and wraparound services (e.g. childcare, transportation, and mental health support), the plan seeks to ensure that all Angelenos can access the opportunities they need to achieve long-term economic stability.

3. Adapt to changes in workforce needs, considering demand from both the worker and employer perspectives:

Collaboration with regional partners will foster resilience and ensure continuity of care. Collaboration is prioritized by promoting information sharing and inviting system partners to help implement this plan. Key examples include:

- Expanding the WDB’s Policy Committee into a ‘Policy & Data Committee’ - playing a key role in defining and tracking metrics for high-quality, living-wage jobs and monitoring labor market trends.
- Leveraging the City of LA’s open data portal to make data accessible across the WDS.
- Recruiting cross-system partners for Sector Coalitions, such as:
 - Employers (including small businesses and large employers)
 - Source Centers (YSC, WSC, FSC, BSC)
 - Educators (K-12 up to post-graduate) and Trainers
 - LA RISE or other workforce programs that offer supported / staged pathways for unhoused Angelenos into employment
 - Unions and labor organizations
 - Housing, mental health, or benefits providers that can offer services or case management to residents on career pathways
 - Peer support groups
 - Policy think tanks and philanthropic funders

Definition of High Quality, Living-Wage Jobs

High-quality, living wage jobs are positions that meet workers' basic needs for economic security and safety, but also are rewarding, engaging, equitable, and meaningful. This plan will establish multiple metrics as indicators of quality jobs, starting with:

- Wages
 - E.g. living-wage jobs paying \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 | • LA Workforce Infrastructure Network (LAWIN) Strategic Plan |
| • AdvantAGE LA Older Worker Strategic Plan | • LA YouthSource and WorkSource Center Redesign Reports |
| • Horizons 32K Strategic Plan (formerly LAP3) | • LA Youth Development Department (YDD) Citywide Strategic Plan |

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

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

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

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

Oversight Committee



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

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

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

Policy & Data Committee



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

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

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

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

Impact Over the Next 5 Years

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

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

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

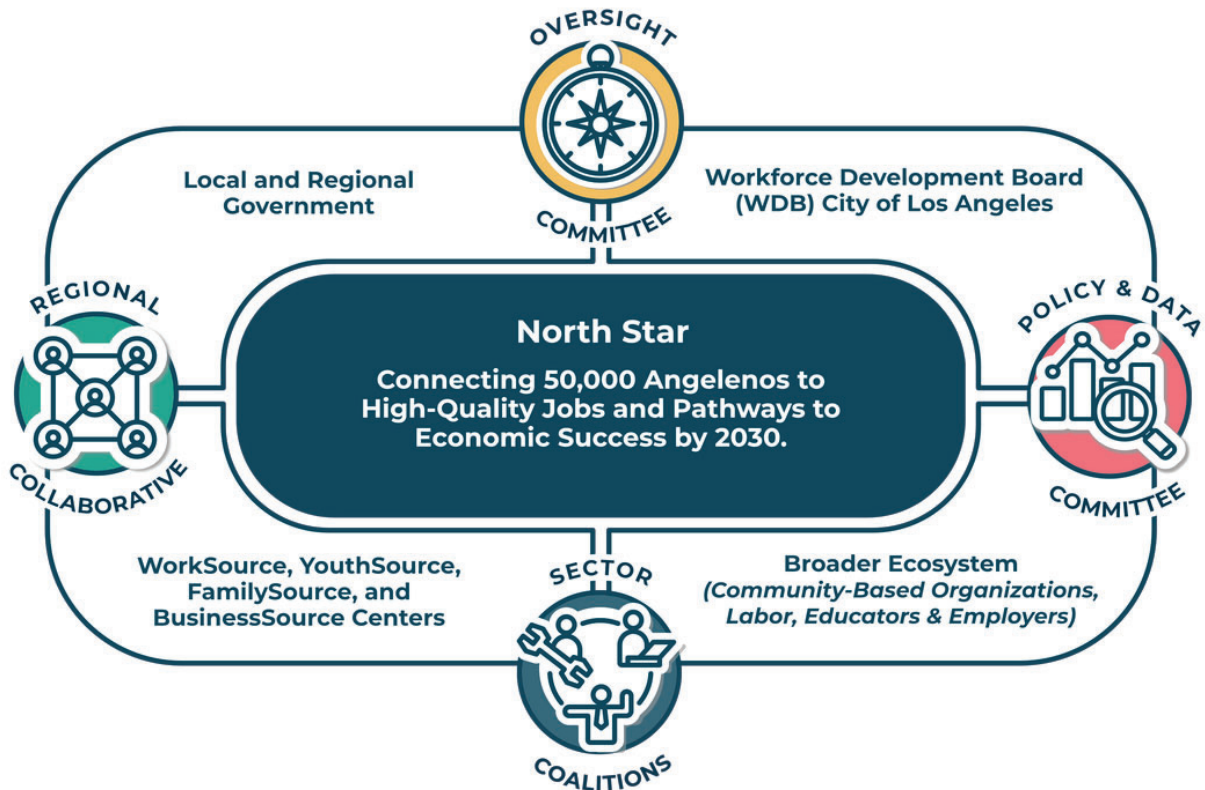


Figure 1. Visualization of the Four System Cornerstones, bridging different segments of the Workforce Development System (WDS) to achieve the North Star.

MEASURING SUCCESS AND IMPACT

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

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

**NORTH
STAR**

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

1. Driving Growth Through High-Growth Sectors

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



Biosciences ~1,000 jobs + work experience

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

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

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

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

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

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

Construction ~4,000 apprenticeships

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

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

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

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

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

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

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

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

Transportation ~3,000 jobs + work experience

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

2. Building Pathways to a Brighter Future

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

Registered Apprenticeships ~2,500 placements

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

High-Barrier Programs ~4,500 placements

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

WorkSource & YouthSource Redesign ~4,000 placements

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

Educational Partnerships ~5,000 placements

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

Sector-Specific Training Programs ~4,000 placements

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

3. Creating Accountability for Impact

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

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

CONCLUSION AND CALL TO ACTION

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

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



Join us in Transforming Los Angeles!

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



» II. Action Roadmap

A Path to Transforming Los Angeles' Workforce

The 5-Year Path Forward is built on the vision of creating a resilient, inclusive workforce system that meets the needs of Angelenos and supports sustainable economic growth. Over the next five years, this roadmap will prioritize equity, innovation, and collaboration, ensuring that all residents, particularly those from historically underserved communities, have access to high-quality, living-wage jobs.

Key Milestones

Year 1 (2025): Foundation & Mobilization

Establish key governance structures, establish registered apprenticeship framework, launch pilot sector coalitions, and develop data infrastructure to track progress.

Year 2 (2026): Scaling & Integration

Launch additional Sector Coalitions, learning from initial pilots. Integrate workforce systems to deliver seamless services across Los Angeles.

Years 3-5 (2027-2030): Innovation & Sustainability

Institutionalize best practices, drive innovation through new workforce models, and ensure the system adapts to labor market changes. Secure long-term funding and maintain key partnerships to achieve the North Star.

Financial and Resource Commitments

The 5-Year Path Forward will be funded through a combination of federal, state, and local resources, as well as partnerships with philanthropic organizations and workforce innovation grants. These financial commitments will ensure that the plan has the resources needed to achieve its ambitious goals and meet the needs of both job seekers and employers.

HOW TO READ THE ACTION ROADMAP

The following pages provide a detailed breakdown of the objectives, initiatives, and timelines that will guide the 5-Year Path Forward. All initiatives of the plan are arranged within one of the four System Cornerstones, to ensure clarity and accountability. Below are key definitions for how the Action Roadmap is structured:

- **Outcome:** The desired results that each System Cornerstone will help to achieve, aligned with the plan’s broader goals.
- **Objective:** Milestones to achieve each outcome.
- **Initiative:** The specific actions that will be taken in implementing the plan.
- **Role(s):** The teams, organizations, or committees responsible for the successful execution of each initiative.
- **Timeline - Year(s) 1-5:** Initiatives are organized by year, beginning with Year 1 (Calendar Year 2025) and progressing through to 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

OUTCOME →

OBJECTIVE →

INITIATIVE →

SYSTEM CORNERSTONE

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. <i>(Include any additional plans – such as LAX and Port of LA workforce strategies, or the LA Basin Regional Plan – as desired)</i>	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.

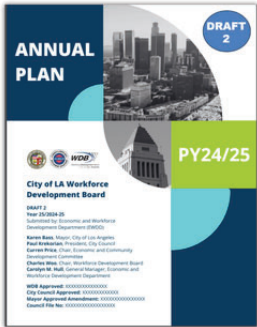
The Economic and Workforce Development Department (EWDD) will take the lead on these strategies and report back to the Workforce Development Board's (WDB) Oversight Committee, which provides strategic oversight. The EWDD will collaborate with community-based organizations (CBOs), public sector agencies,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



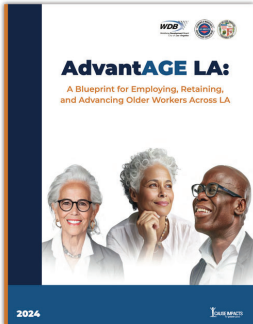
**Program Years
(2024-2025)**

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)

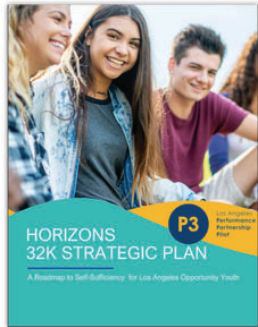
AdvantAGE LA: A Blueprint for Employing, Retaining, and Advancing Older Workers Across LA

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

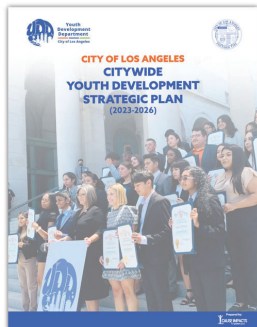


Los Angeles Workforce Infrastructure Network (LAWIN) Strategic Plan
Miguel Contreras Foundation (MCF); LA City’s Economic and Workforce Development Department, Workforce Board, LA Mayor’s Office

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

Year 2 | Policy & Data Committee Outcomes



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		



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

» III. Annual Evaluation

Regular evaluation and strategic alignment across all intersecting plans are embedded into the initiatives and objectives. Recognizing that social and economic conditions evolve rapidly, each System Cornerstone and key implementer will play a pivotal role in continuously revisiting and assessing prioritized initiatives – evaluating what works, identifying challenges, and adapting strategies when needed.

The Core Values, developed through broad consensus during the engagement phase, set a strong foundation for these evaluations. Annual assessments will measure progress toward creating quality jobs, increasing accessibility, and maintaining adaptability in a changing environment, ensuring a future-focused workforce system that meets the needs of all Angelenos.

1

*Connect Angelenos with **quality jobs & opportunities to continue developing** their skills and qualifications.*

2

*Ensure pathways to quality jobs are **accessible to all Angelenos.***

3

***Adapt to changes** in workforce needs, considering demand from both the worker and employer perspectives.*



Figure 5. Visual of a 'future-focused system' - a more vibrant and connected system as a result of the four System Cornerstones.

Building Metrics into Sector Coalitions

Sector Coalitions are the main vehicle driving toward the North Star. Each Coalition will develop a sector strategy, including the following elements to ensure evaluation metrics are embedded:

- Definition of a **'high-quality, living-wage job,'** building on existing efforts to promote living wage opportunities within specific sectors
- Multiple **'placement'** and **'enrollment'** metrics
- **Equity metrics**, that either prioritize populations in a specific geography or populations facing the greatest barriers to each sector
- Retention metrics that can provide a view into placement **'success'**

Defining High-Quality, Living-Wage Jobs

High-quality, living-wage jobs are positions that meet workers' basic needs for economic security and safety, but also are rewarding, engaging, equitable, and meaningful. (See Appendix E)

High Quality Jobs go beyond living wage, to include more measures of personal fulfillment and safety. This definition is more subjective, as it is based on what each individual needs. To begin implementing - and testing - indicators of high quality jobs, the 5-Year Path Forward prioritizes the following:

- Partnerships with employers who are committed to equitable hiring practices, and:
 - Offer living wage jobs (\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.

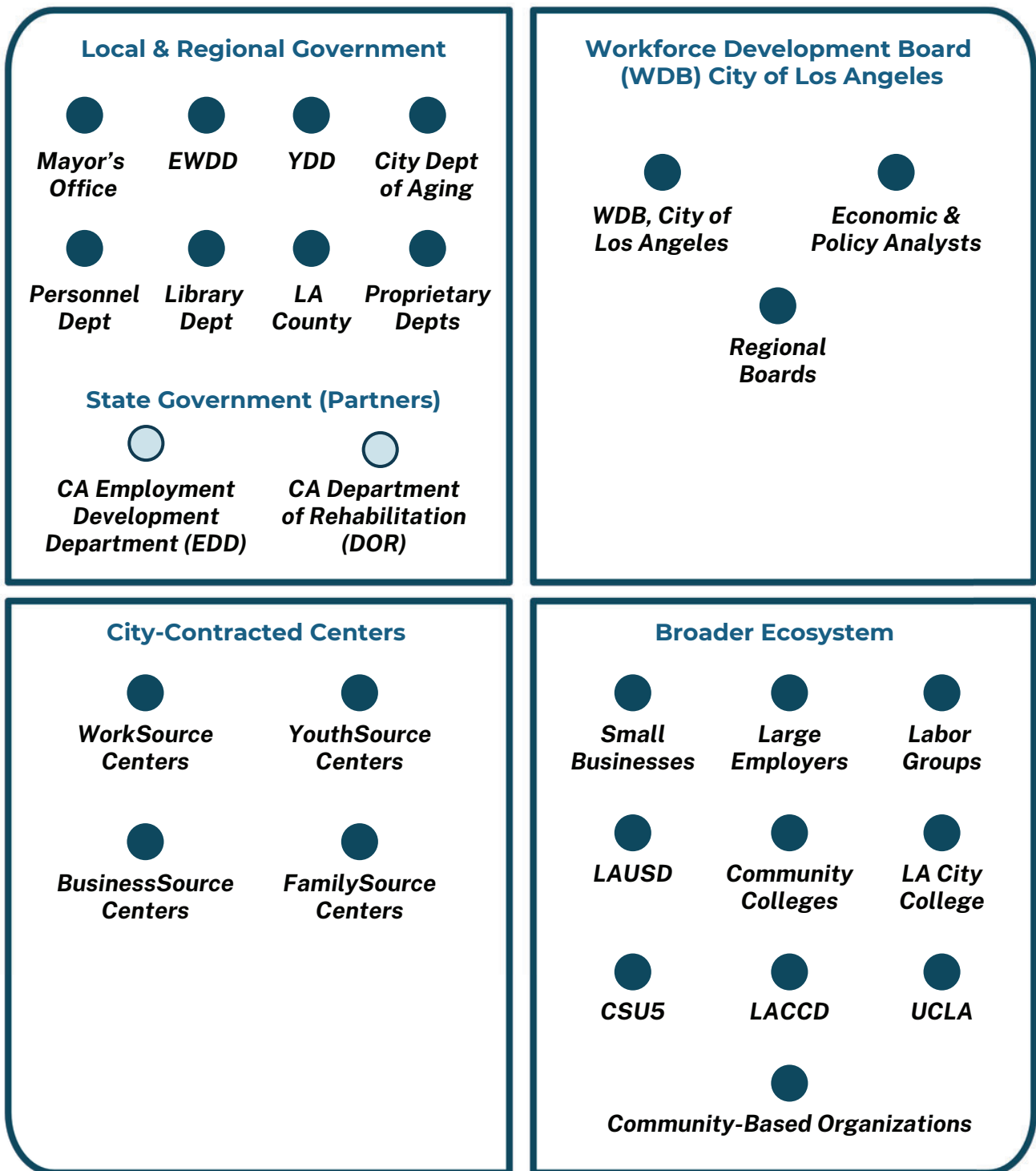
The table on the following page outlines potential metrics for determining success, informed by research on how similar workforce development plans measure their impact. These metrics include:

- **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

>> IV. Appendices

Appendix A. Detailed System Map



Appendix B. High Barrier Populations

The 5-Year Path Forward focuses on supporting high-barrier populations—those who face significant challenges in finding and maintaining stable employment due to factors like homelessness, involvement with the justice system, or lack of education and job experience. These populations include:

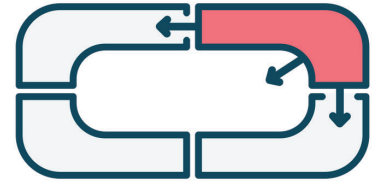
HIGH BARRIER POPULATIONS

- **People with disabilities:** People who have physical, mental, or developmental conditions that can limit their ability to perform some activities and who may need additional support or accommodations.
- **Opportunity youth:** Young people between the ages of 16-24 who are not in school or working and who may face barriers to accessing educational or employment opportunities (also referred to as ‘opportunity youth’).
- **Unhoused individuals:** People without stable or permanent housing who may stay in shelters, temporary accommodations, or places not originally created for habitation.
- **Older workers:** People 55 years old or older who are working or are looking for work.
- **Formerly-incarcerated individuals:** People who have been released from prison and are re-entering society.
- **Veterans:** Those who served in the military and have returned to civilian life.
- **Low-income individuals:** Those with limited financial resources who may struggle to afford basic necessities such as food, housing, or private transportation.
- **Long-term unemployed:** Individuals who have been out of work for six months or longer.
- **People with limited English-proficiency:** Those who do not speak English fluently and/or may be learning, and may need language accommodations.
- **LGBTQ+ individuals:** People who identify as lesbian, gay, bisexual, transgender, queer, or another sexual or gender minority, who may face unique challenges or discrimination in the workplace and society.



Appendix C. Existing WDB Governance

To continue building a connected system, the 5-Year Path Forward will leverage the Workforce Development Board's current position as a cross-system convener.



The City's Memorandum of Understanding (MOU) between the Workforce Development Board (WDB) and Workforce Development System strategic partners is a requirement of the Workforce Innovation and Opportunity Act (WIOA). The MOU states that the WDB is responsible for policy guidance of the workforce development system administered through the EWDD.

The goals of the WDB include:

- The creation of a sustainable balance between the employment needs of job 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	For each level, note: <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 (CRCD)
- Dakar Foundation
- Equis Workforce Solutions
- Harbor Community Foundation
- Homeboy Industries
- Hospitality Training Academy
- Irvine Foundation
- Jobs for the Future (JFF)
- Los Angeles Division of Adult and Career Education
- Los Angeles Unified School District
- Para Los Ninos
- United Auto Workers - Labor Employment And Training Corporation (UAW-LETC)
- REDF
- Women In Non-Traditional Employment Roles (WINTER)

Outputs & Key Insights

- Translated goals into vision statements (now 'Core Values')
- Obtained contact information for organizations and individuals not regularly engaged
- Revised focus on 'city vacancies' to 'public sector careers'

Identify Initiatives (Mar - May 2024)

Stakeholder Engagement

- **Purpose:** Engage stakeholders representing untapped organizations and individuals within the WDS.
- **Intended Outcomes:** Identify specific areas within the system that those who are not regularly engaged define as what's working, what's not working, and what could be improved.

Interviews

- Mar 20 | Elizabeth Cheung - Program Officer, Opportunity Youth, Hilton Foundation
- Apr 1 | Ilia Lopez - Associate Director, Inclusion & Community Partnerships, UNITE-LA
- Apr 2 | Monica Mariz - Los Angeles LGBT Center
- Apr 8 | Jenny Ibarra - Outreach Coordinator, WINTER (Women In Non-traditional Employment Roles)
- Apr 8 | Nancy Vanyek Hoffman - President, San Fernando Valley Chamber of Commerce
- Apr 8 | Carolyn Hull and Fred Jackson, EWDD Executive Team
- Apr 11 | Christian Quijano, Associate Director of Program Innovation & Impact; Erin Casey, Director of Programs, My Friend's Place
- Apr 17 | Dana Christensen, Senior Program Associate, Anthony & Jeanne Pritzker Family Foundation
- Apr 17 | Stephen Cheung, President & CEO; Shannon Sedgwick, Director of Economic Research, Los Angeles Economic Development Corporation
- Apr 22 | Claire Dennison, Chief External Affairs Officer, Propel America
- Apr 24 | Rosario Salas, Supervisor, Crystal Stairs
- Apr 29 | Carrie Lemmon, Senior Vice President, Systems Change Strategy, UNITE-LA
- Apr 29 | Casey O'Neil, Policy & Workforce Development Manager, Biocom CA
- May 5 | LAP3 32k Horizons Team: Amber Chatman, Robert Sainz, Lauri Collier
- May 6 | Narineh Makijan, Ed.D. Assistant Vice President & Chair, Los Angeles Regional Consortium
- May 8 | David London, Managing Partner, ACG Training Management & Consulting
- May 8 | Lindsey Heisser, Manager, Global Philanthropy, Snap Inc.
- May 8 | Rebecca Leinhard, Executive Director, Tierra Del Sol
- May 10 | Josh Copus, Senior Director Workforce & Regional Economies, JFF
- May 15 | Teri Hollingsworth, Vice President, Human Resources and Education Services, Hospital Association of Southern California
- May 17 | Bre Onna Mathis, Director, Consulting; Annie Chang, President, Nonprofit Finance Fund
- May 21 | Michael Olenick, President and CEO, Child Care Resource Center

Focus Groups

- Mar 27-28 | City Council Offices
- Apr 25 | Hollywood Homeless Youth Partnership
- Apr 29 | Youth Focus Group (formerly un-housed, justice-impacted, LGBTQ+)
- May 2 | WorkSource Centers and YouthSource Centers
- May 10 | Business Chambers Focus Group

Public Meetings

- Apr 9 | Joint LA City Workforce Development Board & Executive Committee Meeting

Outputs & Key Insights

- Identified childcare as a key wraparound service needed across multiple groups
- Recognized need to ‘define’ Workforce Development System with providers
- Learned of innovative approaches taken at provider level, including trauma-informed

Ideate Plan Structure (May 2024)

Stakeholder Engagement

- May 7 | Design Workshop with Virginia Hamilton
- May 9 | Green Economy Workshop with Lizzeth Rosales, Director of Environmental Justice, Office of Los Angeles Mayor Karen Bass & Tanya Pineda, Green Workforce Senior Analysis
- May 13 | Personnel Department
- May 14 | Co-Design Session at City Hall - Mayor’s Office of Economic Empowerment, Economic & Workforce Development Department

Outputs & Key Insights

- Confirmed final map of the system
- Translated priorities into North Stars to offer greater guidance

Develop Plan (May - Sep 2024)

Plan Development

Synthesize all inputs from previous phases into the draft Strategy.

LA Workforce

A 5-Year Path Forward



YEARS 2025 - 2030

Compiled by

