

# **Program Year 2025 - 2028 Regional Plan**

## **Los Angeles Basin Regional Planning Unit**

**City of Los Angeles Workforce Development Board  
Los Angeles County Workforce Development Board  
Foothill Employment and Training Connection  
Long Beach Workforce Innovation Network (LBWIN)  
South Bay Workforce Investment Board (SBWIB)  
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## **I. INTRODUCTION AND OVERVIEW**

With the passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction in terms of how to approach economic and labor market demands. While establishment of local workforce areas over the last four decades has always taken into account local labor markets, WIOA recognizes that economies tend to be regional, spilling easily over jurisdictional boundaries that commerce finds inconsequential. WIOA's recognition of regional economies gave rise to California's establishment of Regional Planning Units (RPUs), which represent groups of local workforce areas that work collaboratively to develop strategies reflecting regional economic needs of business and the workforce. In accordance with federal and state guidance, the LA Basin Regional Planning Unit (LABRPU) has developed this four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2025-28, which covers July 1, 2025 through June 30, 2029.

### **A. Workforce Innovation and Opportunity Act**

Passed by Congress with a wide bipartisan majority, WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in a global economy. WIOA represents the most recent version of federal workforce legislation providing funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA requires that a workforce development board (WDB) be established in each local workforce development area (LWDA). The area's chief local elected officials appoint members to the WDB. Local workforce development boards are business-led, and the majority of members must come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific federally funded workforce programs. The chief local elected officials may also select representatives from other groups, such as community-based organizations, to sit on the WDB.

While the PY 2025-28 Regional Plan addresses the programs, services, and activities of many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the development and publication of the Plan and that prescribes its core content.

### **B. Regional Plans and the WIOA Planning Structure**

The Los Angeles Basin RPU's Regional Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires development of plans at the state, regional, and local levels.

**State Plans:** Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers; improve efficiency; and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California's PY 2024-2027 Unified Strategic Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

**Regional Plans:** In states such as California, where Governors have established workforce planning regions encompassing one or more LWDA's, regional plans are required. Local WDBs within the region participate in a planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements.

**Local Plans:** The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's vision and strategic and operational goals. Features of the local plan include: coordination among economic development, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have skills necessary to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that Local Plans be incorporated into the Regional Plan. Therefore, the PY 2025-28 Los Angeles Basin RPU Regional Plan includes the PY 2025-28 Local Plans developed by the region's seven local WDBs.

## **C. California's Strategic Workforce Priorities**

California's Unified Strategic Workforce Development Plan describes the state's priorities for the public workforce system. Under the leadership of the Governor and the Secretary of the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes opportunity, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment. One area in which the California Workforce Development

Board (CWDB) pursues these aims is through its “High Road” programming. High Road refers to a “family of strategies” for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds upon areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct “flavors” or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB’s workforce efforts. They include: (1) lifting all workers to the “High Road;” (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and no protection); (3) democratizing access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the Los Angeles Basin RPU Regional Plan and the seven associated Local Plans support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within local labor markets and regional economies.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to self-sufficiency and the middle class.
- Committing to the adoption and implementation of strategies and processes that support environmental sustainability and climate resilience through workforce development.

## **D. Overview of the Los Angeles Basin RPU and the Region**

Los Angeles County is home to nearly 250,000 businesses. The County stretches across a geographic area of 4,088 square miles adjacent to Orange, San Bernardino, Kern, and Ventura counties in Southern California. In addition to being the most populous county in the nation, Los Angeles County is also one of the most geographically diverse, with beaches, national forests, the Santa Monica Mountains, Catalina Island, and the Mojave Desert. The region boasts numerous tourist destinations, such as museums, theaters, sports venues and amusement parks. Composed of dense urban areas such as the City of Los Angeles, to the barren desert of Mojave and many bedroom communities in between, the County has a diverse population with a wide range of skills, along with a diverse industry base. Although home to 88 incorporated cities, much of the region is comprised of unincorporated communities.

Seven local WDBs are located within the boundaries of Los Angeles County and comprise the LABRPU. These include:

- The City of Los Angeles WDB, which covers a single municipality.
- Five consortia WDBs, which are 1) Foothill WDB, representing 5 cities; Long Beach Workforce Investment Network, representing 2 cities; South Bay WIB, representing 11 cities; South Los Angeles County (SELACO) WDB, representing 8 cities; and Verdugo WDB, representing 3 cities; and
- The Los Angeles County WDB, which oversees the balance of workforce programs on behalf of 58 cities and all unincorporated County areas.

## **E. Approach to and Context for Plan Development**

To support development of the PY 2025-28 Plan, the region contracted with experienced workforce and economic development subject matter experts to design the stakeholder engagement process, analyze labor market and workforce data, facilitate community forums, and craft the language of the plan. Local board directors, managers, and staff were active during every stage of the plan development. The content of the Plan contemplates myriad opportunities and challenges that are expected to persist over its four-year span. Several of these are highlighted in Section II, *Analytical Overview of the Region*.

## **F. Program Year 2025-28 Regional System Priorities**

During the process of developing the PY 2025-28 Regional Plan, business and industry leaders, community members, regional stakeholders, and system partners were invited to participate in a series of discussions regarding the direction of the local workforce system over the next four years. As a result of these discussions, the following priorities have been identified:

- Expand the pool of candidates for key industries.
- Increase the availability and use of registered apprenticeships.
- Increase workforce system staff knowledge about career pathways in key regional sectors.
- Ensure all job seekers have the digital literacy skills necessary to compete for, secure, and retain employment.
- Focus workforce development efforts on growth industries/sectors that offer the greatest career advancement opportunities.
- Monitor and track the implementation and expansion of artificial intelligence and other advanced technologies across key industries and job classifications.
- Develop and implement strategies to support worker retention.
- Concentrate on methods to increase recognition of the regional workforce system by key customers.

- Identify foundational skills that exist across various job classifications and develop strategies for teaching and certifying such skills.
- Examine unique needs of older individuals returning to work and develop strategies to support their success on the job.
- Regularly assess shifts in worker and business priorities and adjust workforce strategies to meet these priorities.
- Expand the availability and improve the content of programs that teach entrepreneurial skills.
- Develop partnerships with businesses and implement strategies to prepare job seekers for employment with business partners.
- Develop short-term programs through which individuals can earn stackable credentials and certifications.
- Increase opportunities for upskilling and other training for businesses' existing workforce.
- Train job seekers in strategies to leverage their networks/connections to support their job search and career advancement.
- Develop strategies to promote non-traditional candidates to businesses.
- Continue to focus on development and delivery of holistic services for job seekers.
- Improve strategies to support businesses in providing work-based learning.

Section IX of this plan summarizes these and other regional issues, strategies, approaches, and key considerations that workforce system leadership and system partners will examine over the four-year course of this plan.



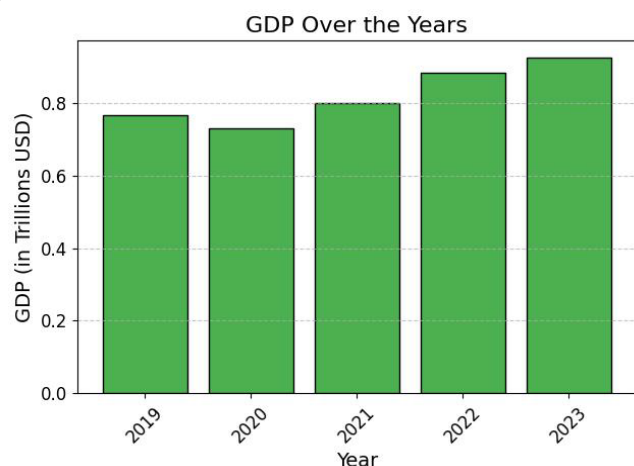
## II. ANALYTICAL OVERVIEW OF THE REGION

In late 2024, representatives of the Los Angeles Basin RPU's local boards held discussions on an analysis of key economic, demographic, and labor market data for the PY 2025-28 Regional Plan. The product of this analysis, completed by InsytAnalytics, has informed this section of the Plan by addressing employment and unemployment data; educational and skill levels of the workforce, and analysis of industries and occupations with existing and emerging demand. Throughout its work, InsytAnalytics notes that its analysis primarily utilizes data from Lightcast, a global leader in labor market analytics, which derives workforce data and insights from official government sources such as the U.S. Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics, as well as real-time labor market trends of job posting platforms

InsytAnalytics analysis is too lengthy to fit within the Plan's narrative and includes numerous graphs and tables. Select **information** from the **analysis**, along with a few charts and graphs, is included within this section. The full version of the analysis is available at ([Labor Market Analysis](#)).

### A. Economic Conditions and Demographics

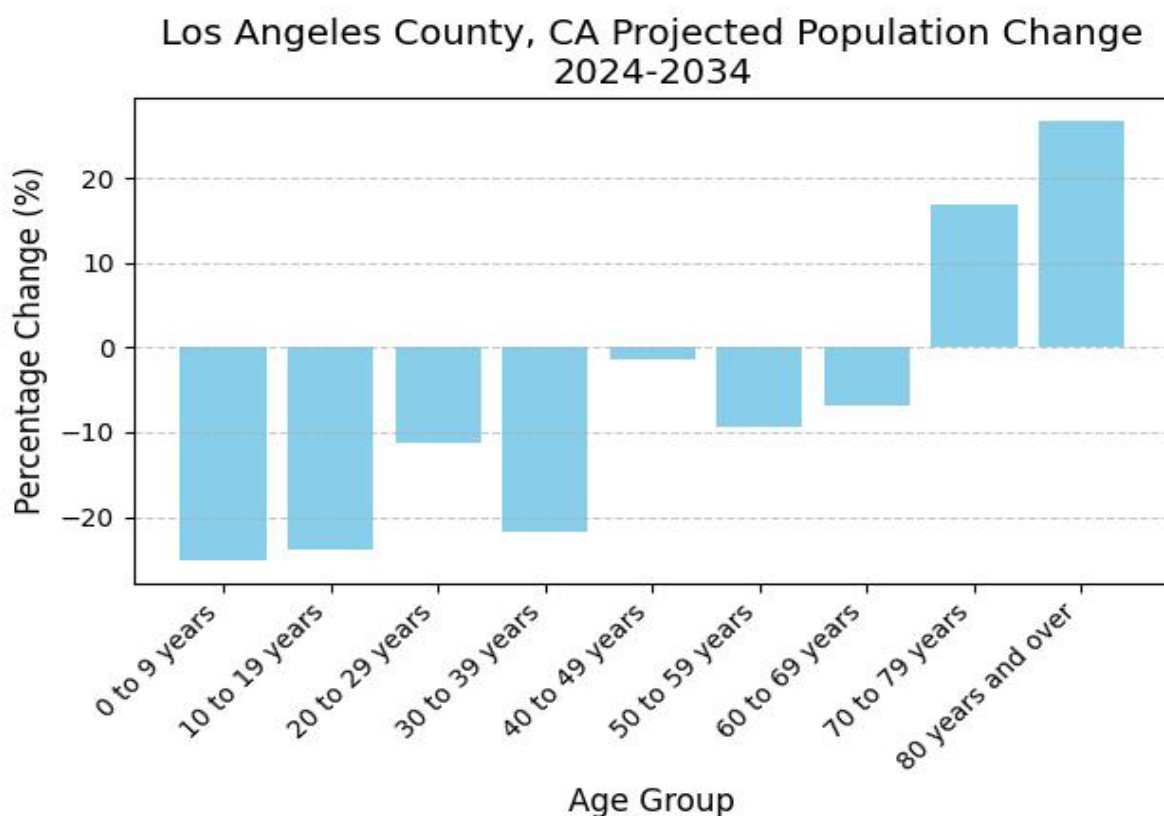
The region's Gross Regional Product (GRP) has demonstrated significant growth, with Lightcast data revealing increases from \$731.6 billion in 2020 to \$926.5 billion in 2023. This growth signifies a robust economic recovery from pandemic-induced disruptions, indicating strong performance across key sectors, such as technology, entertainment, and health services. The upward trend aligns with regional efforts to diversify and strengthen economic resilience, highlighting sectors that provide high-value jobs and stimulate substantial economic activity.





Demographic analysis reveals notable shifts impacting workforce and economic development in the region.

**Age:** The projected population change from 2024 to 2034 indicates declining youth and working-age populations, with the segments aged 0-9 and 30-39 years decreasing by approximately 25.19% and 21.73%, respectively. Conversely, there is a marked increase anticipated in the cohort aged 80 years and over, rising by 26.89%. These shifts pose challenges for labor supply and underscore the need for strategic planning in educational and healthcare services to accommodate aging demographics, while addressing youth disengagement from the labor market. Addressing these demographic changes is crucial to sustaining economic momentum and ensuring comprehensive workforce development strategies.



**Diversity:** The region presents a rich tapestry of ethnic and racial diversity, reflecting the multifaceted composition of Los Angeles County. This diversity is integral to understanding the region's economic and workforce dynamics, as it fosters various cultural, intellectual, and practical perspectives contributing to a vibrant regional ecosystem.

As of 2024, the Hispanic population represents the largest racial or ethnic group, constituting approximately 44.63% of the total population. The White population accounts

for approximately 22.80%, followed by Asian communities at 12.48%, and Black residents at 9.00%. Smaller groups include American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, and individuals of Two or More Races, collectively forming a multi-ethnic mosaic that defines the region.

Diversity extends into the workforce, where representation across industries varies. Hispanics and Latinos, for instance, are predominant in sectors such as Accommodation and Food Services, reflecting cultural and linguistic assets within these communities. In contrast, Asian workers are significantly represented in professional, scientific, and technical services, leveraging high educational advancements within this group. These variations can be attributed to historical employment trends, socio-economic factors, and educational opportunities available to each racial group.

Linguistic diversity is equally pronounced, with 55.17% of residents speaking a language other than English at home, largely driven by Spanish or Spanish Creole speakers who comprise 38.02% of the population. This linguistic plurality underscores the need for bilingual services and culturally competent workforce programs to ensure equitable access to employment opportunities.



The high level of ethnic and language diversity impacts economic and workforce development strategies. It encourages businesses and policy makers to adopt inclusive practices that harness the strengths of a multilingual and multicultural workforce. Workforce development programs must emphasize sector-based training accessible in multiple languages, ensuring residents can acquire critical skills and gainful employment irrespective of linguistic barriers.

**Migration:** Recent trends in Los Angeles reveal a notable pattern of outbound migration driven by high housing costs and quality-of-life concerns, while inbound migration, though smaller in scale, reflects the region's continued draw for individuals seeking opportunities in entertainment, tech, and other growing industries.

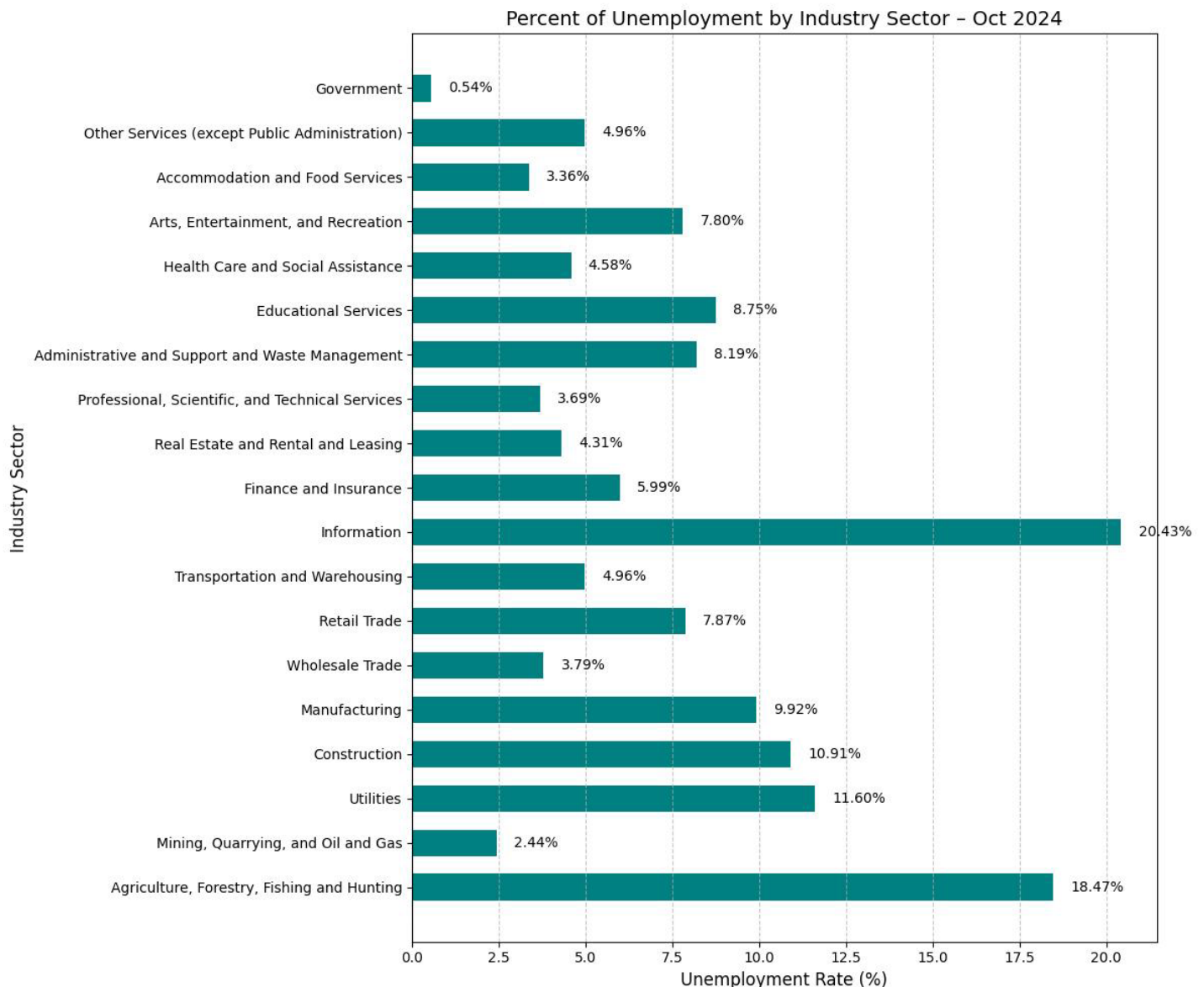
## B. Analysis of Employment and Unemployment Data

In the Los Angeles Basin RPU, employment data in October 2024 reveals an unemployment rate of 6.06%, slightly lagging behind the state average at 5.39% and the national rate at 3.93%. The disparity indicates persistent economic vulnerability relative to broader regions. Notably, unemployment in industry sectors such as Information (20.43%), Agriculture (18.47%), and Utilities (11.60%) significantly exceeds the county's average, pointing to industry-specific challenges. These high rates coincide with sectors that are acutely impacted by technological disruptions or cyclical demand variability, emphasizing a critical need for adaptive workforce strategies. Meanwhile, the Construction sector, which sits at a 10.91% unemployment rate, underscores existing skill gaps and potential bottlenecks in meeting future growth demands exacerbated by pandemic-related economic shifts.



Given these discrepancies, local leaders must craft policies aimed at targeted economic revitalization. By aligning employment strategies with emergent growth sectors identified in the Los Angeles Basin's regional plans (such as logistics, healthcare, and tech-enhanced sectors) policymakers can stimulate job creation and vocational training essential for lowering unemployment rates and bolstering economic recovery efforts.

Key takeaways from a comparative analysis of unemployment by industry include recognizing the importance of sector-specific interventions, especially in high-unemployment industries such as information, to buffer against volatility. The comparative advantage of sectors like Logistics, with quicker pandemic recovery, suggests an opportunity for economic development professionals to channel investments towards skill development and automation-friendly roles, fostering sustained economic growth and job stability across the region. There is also urgency in addressing systemic barriers, such as lower educational attainment within large demographics in the region, which inhibits broader occupational mobility and contributes to prevailing unemployment rates.



Local officials should prioritize support for retraining initiatives tailored to high-unemployment industries and pursue partnerships with educational and private sectors to enhance workforce readiness. Addressing technological and conceptual skills within

these industries will be integral to reducing unemployment. Additionally, leveraging insights from economic and employment trends can enable strategic investments to fuel high-growth sectors and support sustainable wage growth. By focusing on these efforts, economic strategists can pave the way for a resilient, future-oriented regional economy that attracts diverse business investments, while ensuring equitable job opportunities and wage enhancements.

## C. Analysis of the Educational and Skill Levels of the Workforce

The region faces moderate challenges as it seeks to align workforce education and skills with employer demands. Based on the latest data, the education and skill levels within the workforce present a mixed landscape. With a diverse population comprising various educational achievements, the LABRPU's economic growth heavily depends on addressing apparent skill gaps within vital industries.

### Educational attainment

**81.3%**

High school grad or higher

a little less than the rate in California:  
84.8%

about 90 percent of the rate in  
United States: 89.8%

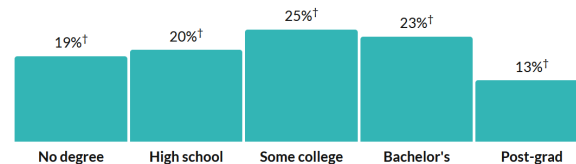
**36.5%**

Bachelor's degree or higher

a little less than the rate in California:  
37.5%

about the same as the rate in United  
States: 36.2%

### Population by highest level of education



\* Universe: Population 25 years and over

[Show data / Embed](#)

Recent data from 2023 show that 22.37% of Los Angeles County residents hold a bachelor's degree, with only 12.35% having a graduate degree or higher. Meanwhile, 20.58% possess only a high school diploma, and another 11.80% lack even this basic credential, posing potential skill deficits (Lightcast 2024). Disparities are more pronounced within racial groups. For instance, Hispanic residents, who constitute a significant segment of the population, see a lower percentage in obtaining higher education degrees compared to their Asian and White counterparts. This variance suggests underutilization of potential talent in key sectors that demand advanced skills, such as Information Technology and Healthcare.

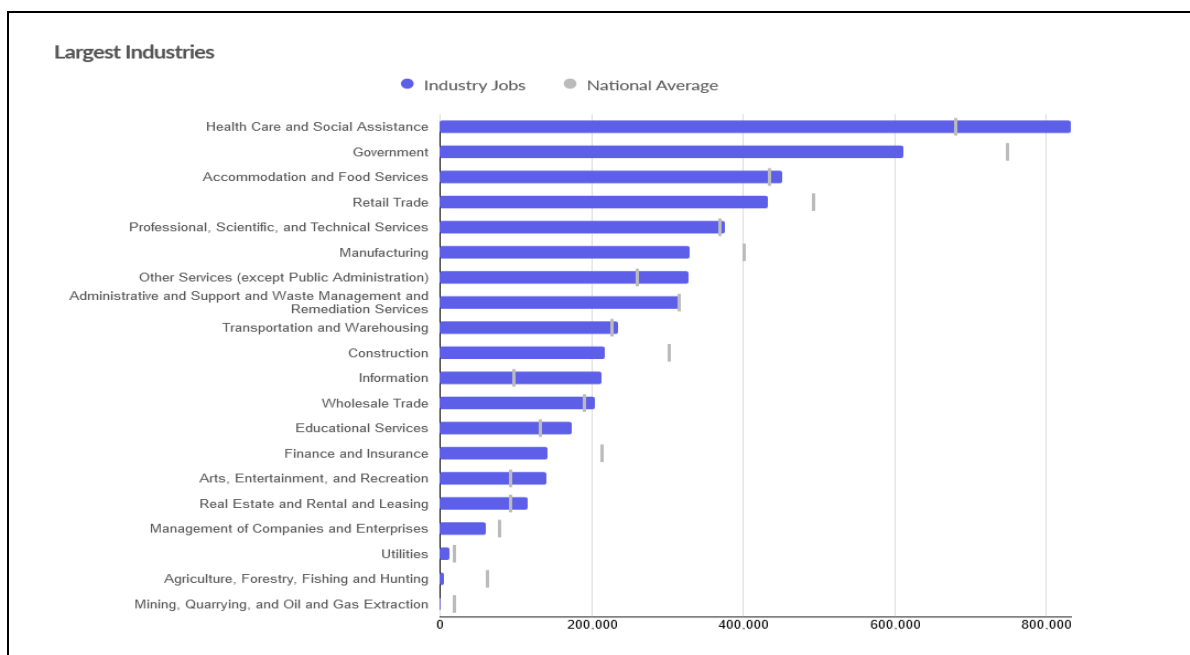
Workforce development plans must crucially focus on industries like construction, healthcare, logistics, and entertainment: sectors identified as having substantial growth potential and corresponding upskilling needs. For instance, the skills gap analysis shows a deficiency in critical areas such as project management, nursing, and technical specialties, which are essential for sectors like Health Services and Selected Manufacturing (fashion, aerospace, pharmaceuticals). Reports indicate job openings substantially outweigh local educational program completions in relevant fields.

## D. Analysis of Industries and Occupations with Existing and Emerging Demand

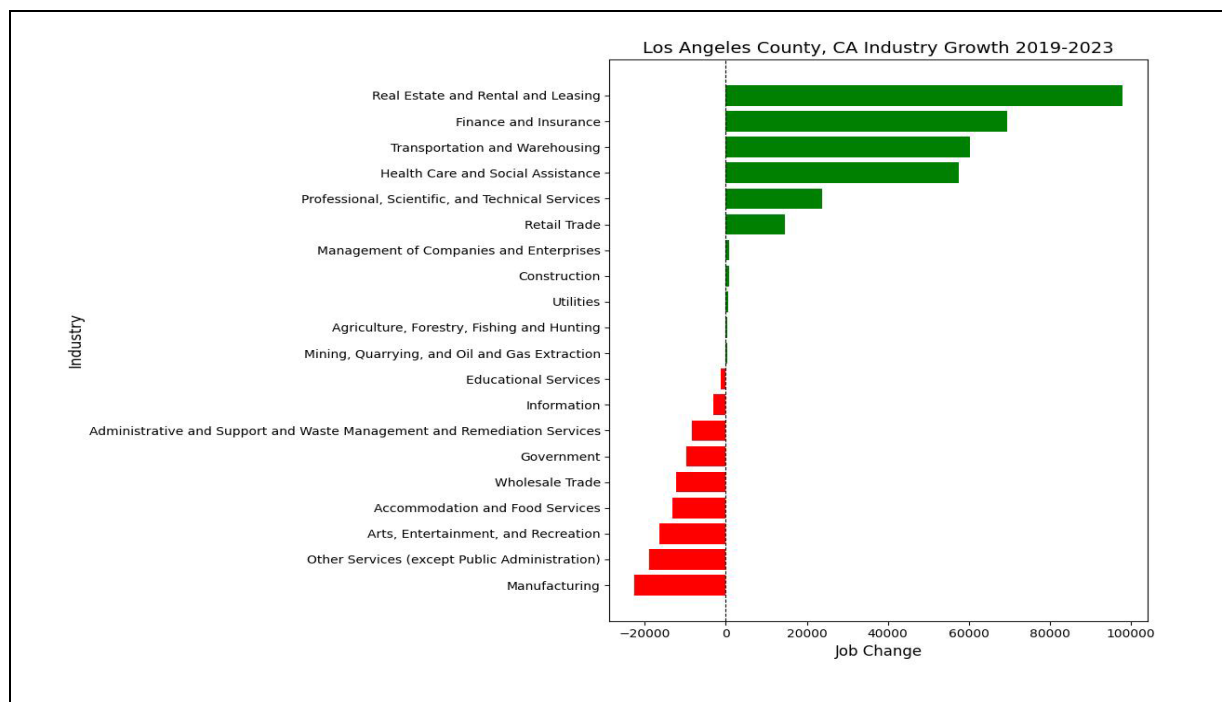
The employment landscape within the Los Angeles region reflects a nuanced understanding of the county's economic structure and workforce development potential. The analysis of industry employment data reveals pivotal insights into how the region's sectors could influence broader economic and workforce objectives.

### Existing Demand

Regional priority sectors, including Construction, Selected Manufacturing (including Fashion, Aerospace, Analytical Instruments, Pharmaceuticals, Medical Devices), Logistics, Entertainment and Infotech, Health Services, and Leisure and Hospitality, all play a unique role in shaping the future trajectory of the region's economy.



In the realm of Construction, minor growth has been noted with an increase of 830 jobs, signaling a potential yet under-leveraged area for expansion given the area's infrastructural demands. The sector offers substantial career potential characterized by relatively high wage positions compared to other entry-level jobs, yet more substantial growth could be pursued by fostering specialized training and upskilling programs. Meanwhile, selected manufacturing sectors, particularly those aligned with high-tech and innovative products, present a platform for economic acceleration. Yet, as manufacturing faced a decline of 22,663 jobs, targeted interventions to revitalize this sector could invigorate local economic growth by tapping into Los Angeles' robust creative and technological ecosystems.



Logistics, with a recorded increase of 60,212 positions, underscores its position as a burgeoning industry primed for continued expansion. The shift towards e-commerce and supply chain enhancements highlights the sector's critical role in driving regional employment, necessitating a focus on developing logistics-related skills and infrastructure. Health Services, while experiencing a significant addition of 57,430 jobs, should also be regarded as essential, particularly in light of demographic shifts towards an aging population that will increase the demand for healthcare professionals and services. Tailored training initiatives addressing skills gaps in this sector could ensure that the workforce is well-equipped to meet emerging healthcare needs.

Conversely, sectors like Leisure and Hospitality faced declines, losing 13,143 jobs. While traditionally robust, these sectors require strategic initiatives to recover, such as enhancing workforce resilience and adapting to shifts in consumer demand post-pandemic. The sector nonetheless retains substantial employment potential once stabilized, especially with Los Angeles' status as a cultural and tourist hub.

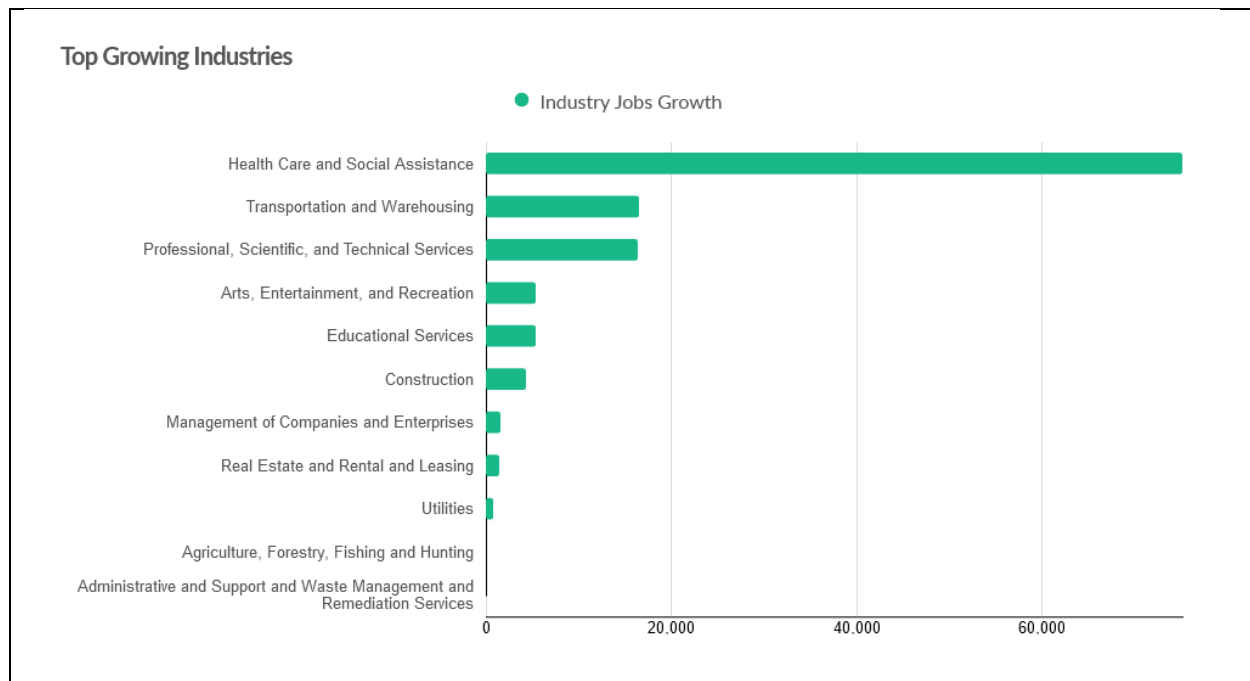
Overall, the RPU's focus on these pivotal sectors underscores a strategic alignment with the region's economic strengths and employment needs. By prioritizing sector-specific workforce development efforts and integrating inclusive practices to address skill gaps, Los Angeles region can enhance its economic resilience, ensuring sustainable growth and opportunity across its diverse workforce.



## Emerging Demand

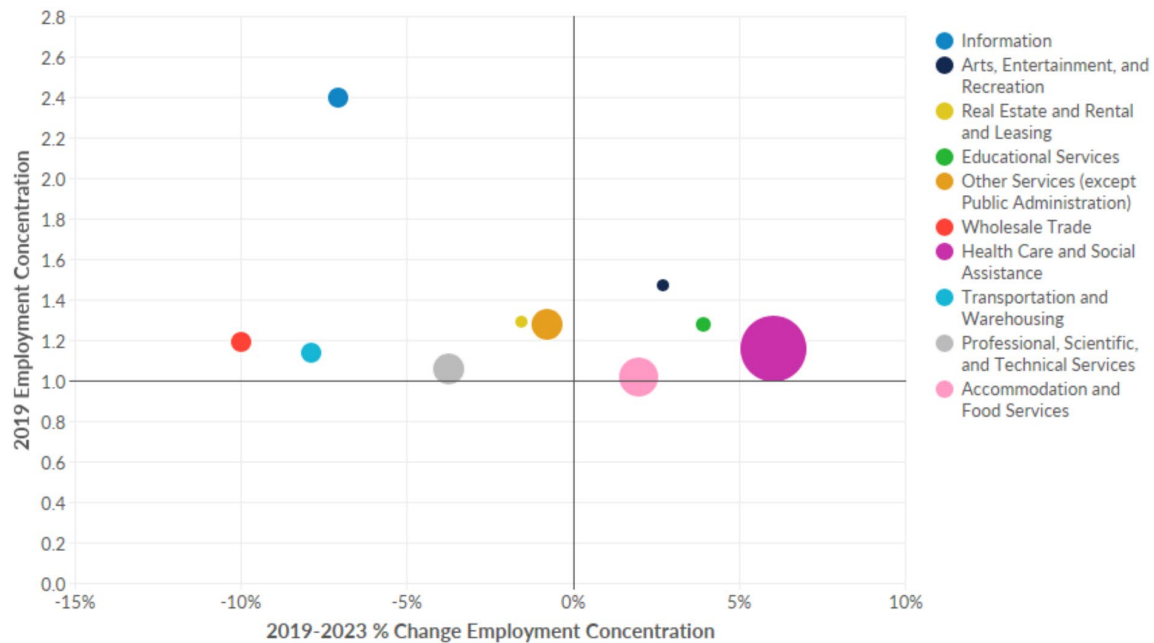
Recent data for the Los Angeles Basin RPU reveals insightful trends in industries and occupations demonstrating emerging demand. The quantitative analysis provides an essential framework to understand labor-market dynamics and prepare policy actions to align workforce development with these trends for maximum socio-economic benefit.

Emerging industries in the Los Angeles Basin include Transportation and Warehousing, Finance and Insurance, and Health Care and Social Assistance. Specifically, the Transportation and Warehousing industry has seen a notable job growth of 15.27% from 394,214 to 454,426 jobs, with a competitive effect indicating a slight region-specific advantage. Health Care and Social Assistance, crucial for its 6.8% growth, appears poised for continued expansion reflecting the demographic trend towards an aging population. Finance and Insurance experienced robust growth of 24.51%, reflecting national trends but also local factors such as the region's economic resilience and innovative financial services. The competitive effect across these sectors showcases unique regional advantages likely influenced by Los Angeles' extensive infrastructure, diversified economy, and significant consumer market, driving specialized growth beyond national averages.



Moreover, the analysis of location quotient (LQ) data highlights particularly specialized industries and occupations within the Los Angeles Basin. For example, the location quotient for the Arts, Design, Entertainment, Sports, and Media occupations at 2.85 underscores the strong regional specialization compared to the national average (LQ=1)[5]. This makes Los Angeles a unique national and global hub for these creative sectors. Similarly, Health Care and Social Assistance, with its LQ of 1.24, shows above-average regional employment concentration, reflecting sector-specific requirements.

Highest Industry Employment Concentration



For occupations, the Los Angeles region's emerging demand aligns closely with specific industry needs. Occupations in Health Care, such as registered nurses and medical technicians, are projected to grow considerably due to ongoing demographic changes. Transportation-related roles, including logistics managers and truck drivers, are also expanding, capitalizing on the uptick in e-commerce and the region's position as a logistics nexus.

Understanding and leveraging these trends is crucial for local government policymakers. By grasping the strategic industries and occupations with the strongest competitive advantages, policymakers can craft targeted interventions to maximize economic growth, mitigate unemployment, and elevate income levels. Measures can be tailored to enhance skills, offer incentives for training in high-demand sectors, and support industries with potential for significant economic contributions.

### III. REGIONAL INDICATORS

The California Workforce Development Board established “regional indicators” to assess coordination and measure progress of California’s 15 RPUs toward the goals of connecting AJCC services to regional skills infrastructure aligned with regional labor market needs. The indicators are designed to track processes and activities utilized by regions, providing a foundation for regional approaches that align with the needs of businesses in key sectors, as well as those of job seekers.

Regions are required to select at least two of the following Regional Indicators and establish objective metrics for the selected indicators:

- Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.
- Indicator B: The region has policies supporting equity and strives to improve job quality.
- Indicator C: The region has shared target populations of emphasis.
- Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

#### A. Regional Indicators and Associated Outcomes and Metrics

The LABRPU selected the following indicators

- Indicator C: The region has shared target populations of emphasis.
- Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

Indicator C is new and was selected to reflect the local Boards’ on-going efforts to focus services on common target populations in their respective local areas, including individuals who are low-income, basic skills deficient, veterans, opportunity youth, English language learners, immigrants, justice-impacted, homeless and housing insecure, foster youth, first generation college students, people with disabilities, those most affected by the COVID-19 pandemic, workers impacted by the 2025 LA County wildfires, and residents of disadvantaged communities and low-income communities.

LABRPU identified Indicator D as part of the 2023 Biennial Modification to the PY 2021–24 Regional Plan. The selection reflects the region’s longstanding commitment to shared resources that expand access to services, training, and education that meet target populations’ needs. A key example is the I-TRAIN system, through which the South Bay WIB serves as the region’s Eligible Training Provider List (ETPL) coordinator. In this role, South Bay WIB has standardized administrative procedures, educational resources, and offers technical assistance to local workforce board staff and training providers. Other shared resources include a common intake form that supports a standardized process across local areas, as well as multi-board initiatives such as the Regional Equity and Recovery, Prison to Employment grants, and the Transitional Subsidized Employment Program (detailed in Section IV: Fostering Demand-Driven Skills Attainment).

Other regional assets include a shared website and a dedicated Regional Organizer position that connects all seven Boards. This role facilitates coordination, fosters new partnerships, and supports regional initiatives.

Moving forward, the region plans to deploy a regional apprenticeship portal in collaboration with K12, adult education, and the L.A. County Office of Education. The portal will provide information and resources on CTE pathways that lead to youth apprenticeships expanding access to information and mapping educational pathways that lead to quality jobs in in-demand industries.

### **Outcomes**

The region plans to measure the following three outcomes for Indicator C - *The region has shared target populations of emphasis.*

1. Training or educational program completion rates
2. Service reach
3. Employment placement rates

The region plans to measure the following three outcomes for Indicator D - *The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.*

1. Participant outcomes
2. Shared resource utilization
3. Inter-agency Collaboration

### **Metrics**

Regional leadership approved the following metrics, which focus on three quantitative measures for each of the two chosen indicators. The region will use these to measure and track its progress on outcomes.

Metrics for Indicator C include:

1. Training or educational program completion rates: Percentage of target population participants completing training or educational programs.
2. Service reach: Percentage of individuals from target populations accessing workforce development programs.
3. Employment placement rates: Percentage of target population participants placed into employment within six months of program completion.

Metrics for Indicator D are:

1. Participant outcomes: Percentage increase in job placements, wages, or certifications achieved through shared resource initiatives.
2. Shared resource utilization: Percentage of pooled funding or shared resources allocated and expended annually. Each WDB will demonstrate a minimum of one shared resource with at least one other WDB. Shared resources may include grants that are submitted with two or more WDBs as partners or a regional grant that involves at least two WDBs.
3. Inter-agency Collaboration: Number of multi-Board partnerships established or sustained to leverage resources across the region.

## **B. Impact of Indicators and Metrics on Service Delivery**

Due to a variety of extenuating circumstances, the region did not move forward with the establishment of metrics for Indicator D, which was adopted in connection with the Biennial Modification to the preceding Regional Plan. However, with metrics now established, the region is prepared to track, record, and report on outcomes in connection with Indicator D.

As activities relate to Indicator C are newly developed and not yet implemented, their impacts will be assessed and summarized in the next iteration of this Plan.

## IV. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

The seven workforce development boards in the Los Angeles Basin RPU have identified the following six industries positioned for priority and strategic focus over the four-year cycle represented by this Regional Plan:

- Construction (NAICS 23)
- Healthcare (NAICS 62)
- Leisure and Hospitality NAICS 71-72)
- Manufacturing (NAICS 31-33)
- Information (NAICS 51)
- Transportation and Warehousing (NAICS 48-49)

It should be noted that each local workforce development may identify, address, and prioritize additional sectors based on various factors within the local area.

### A. Targeted and Strategic Industries

The Los Angeles Basin Regional Planning Unit identified its priority sectors based on a comprehensive analysis of data-driven factors, including current employment trends, wage levels, projected future growth, and their overall value to the regional economy. These sectors were chosen for their potential to drive economic resilience, foster innovation, and create high-quality jobs that align with the region's long-term development goals. Recent job losses across Los Angeles sectors, such as entertainment and information technology, leisure and hospitality, and advanced manufacturing were driven by factors including lingering economic uncertainty, shifts in consumer demand, and the region's exposure to global supply chain disruptions and industry-specific challenges. However, these industries remain vital to the Los Angeles economy due to their global influence, significant contributions to employment and GDP, and their role in driving innovation and tourism. By focusing on these critical industries, the LABRPU aims to strengthen the economic fabric of the Los Angeles Basin, while supporting equitable and sustainable growth.

#### **Construction**

The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in contracts with the owners of construction projects (prime contracts) or contracts with other construction establishments (subcontracts).

Despite a modest increase of 827 construction jobs in the region, this sector presents extensive opportunities for growth due to its essential role in addressing the infrastructural needs of a growing urban population. With strategic investment in skills development and training programs, especially focusing on middle-skill jobs, the construction sector can expand its workforce to meet future demand while offering competitive wages that benefit the local economy.

Over the past year, the construction sector has required a workforce skilled in areas such as advanced carpentry, sustainable building practices, and project management to meet growing infrastructure demands. Emphasis has been placed on middle-skill roles, including electricians, plumbers, and equipment operators, as well as the integration of technology-driven skills like BIM (Building Information Modeling) and energy-efficient construction methods to align with modern industry standards and sustainability goals.



**14,890 Unique Job Postings**

The number of unique postings for this job over the last 12 months.



**2,678 Employers Competing**

All employers in the region who posted for this job over the last 12 months.



**29 Day Median Duration**

Posting duration is 2 days longer than what's typical in the region.

## Entertainment and Infotech

Entertainment and Infotech combine two sectors: Arts, Entertainment, and Recreation and the Information sector. Arts, Entertainment, and Recreation includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests. The Information sector encompasses businesses involved in producing and distributing information and cultural products, including publishing, broadcasting, telecommunications, and data processing. It also includes activities like providing computing infrastructure and web hosting.

This sector saw a decline of 7,021 jobs, yet it remains vital given Los Angeles' historical role as a global entertainment hub. Infotech offers significant growth potential due to digital transformation across industries. Strengthening collaborations between educational institutions and tech companies, as well as investing in digital skills training, can help reverse employment declines and ensure the sector contributes effectively to the economy.

Over the past year, the entertainment and infotech sector has highlighted a critical need for skills in digital content creation, software development, and data analytics to keep



pace with the rapid digital transformation across industries. Demand has also surged for expertise in emerging technologies such as AI, virtual production, and cybersecurity. Strengthening partnerships between educational institutions and tech companies is essential to developing a skilled workforce that can support innovation and drive sustainable growth in this pivotal sector.

**9,154 Unique Job Postings**

The number of unique postings for this job over the last 12 months.

**730 Employers Competing**

All employers in the region who posted for this job over the last 12 months.

**29 Day Median Duration**

Posting duration is 2 days longer than what's typical in the region.

## Health Services

The Health Services sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

With an addition of 30,202 jobs, health services are expanding rapidly, driven by demographic shifts such as an aging population. This growth emphasizes the necessity of continuous training and certification programs to equip healthcare professionals with the skills required for evolving services. As demand for healthcare services climbs, the sector provides stable employment opportunities and supports the well-being of the community, contributing to region-wide economic stability.

Over the past year, the health services sector has required a workforce skilled in areas such as geriatric care, advanced nursing practices, and telehealth delivery to address the growing demands of an aging population. Specialized training in emerging areas like health informatics, chronic disease management, and mental health support has become increasingly essential. Continuous education and certification programs are vital to equipping healthcare professionals with the competencies needed to meet evolving patient needs while ensuring the sector's continued contribution to community well-being and economic resilience.



### 123,094 Unique Job Postings

The number of unique postings for this job over the last 12 months.



### 6,121 Employers Competing

All employers in the region who posted for this job over the last 12 months.



### 28 Day Median Duration

Posting duration is 1 day longer than what's typical in the region.

## Leisure and Hospitality

The Leisure and Hospitality super-sector includes the Arts, Entertainment, and Recreation sector (see Entertainment and Infotech, above) and the Accommodation and Food Services sector which comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishments.

Experiencing a workforce contraction with 13,143 fewer jobs, this sector highlights the challenges faced due to pandemic effects. Recovery in this sector can be propelled by strategic adaptability measures, like enhancing skill diversity and flexibility among workers, which can address changing consumer habits and expectations. Leveraging Los Angeles's cultural tourism appeal will also be pivotal in reinvigorating this sector.

Over the past year, the leisure and hospitality sector has emphasized the need for skills in customer service adaptability, digital marketing, and event management to address shifts in consumer behavior and preferences post-pandemic. Workers with diverse skills in technology integration, such as managing online booking systems and virtual experiences, are increasingly in demand. Strengthening workforce flexibility and leveraging Los Angeles's rich cultural tourism assets will be key to driving recovery and revitalizing this vital sector.



### 44,177 Unique Job Postings

The number of unique postings for this job over the last 12 months.



### 2,317 Employers Competing

All employers in the region who posted for this job over the last 12 months.



### 30 Day Median Duration

Posting duration is 3 days longer than what's typical in the region.

## Logistics

The Logistics sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.

There has been a substantial increase in logistics by 47,909 jobs, showcasing its rapid expansion fueled by e-commerce growth. This sector is critical to the region's economy, providing numerous entry-level positions and pathways to advancement through targeted training in logistics and supply chain management skills, aligning with increasing global trade demands.

Over the past year, the logistics sector has demonstrated a strong need for skills in supply chain management, inventory control, and warehouse operations to support its rapid expansion driven by e-commerce growth. Expertise in transportation coordination, data analytics for supply optimization, and proficiency in logistics technologies, like automated systems and tracking tools, are in high demand. Targeted training programs that provide pathways from entry-level roles to advanced positions are essential to sustaining this sector's growth and aligning with the demands of global trade.



**16,303 Unique Job Postings**

The number of unique postings for this job over the last 12 months.



**1,238 Employers Competing**

All employers in the region who posted for this job over the last 12 months.



**29 Day Median Duration**

Posting duration is 2 days longer than what's typical in the region.

**Advanced Manufacturing** (including Fashion, Aerospace, Analytical Instruments, Pharmaceuticals, Medical Devices)

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.

Even though it experienced a decline of 6,409 jobs, selected manufacturing remains a core component for leveraging Los Angeles's industrial capabilities. The focus should be on high-tech and innovative product manufacturing, offering unique opportunities for skilled labor by integrating new technologies and improving operational efficiency.

Over the past year, the advanced manufacturing sector has highlighted the need for skills in robotics, precision engineering, and advanced materials science to align with its shift toward high-tech and innovative production. Proficiency in areas such as additive manufacturing, automation, and data-driven operational efficiency has become essential.

Investing in workforce development programs to train skilled labor in cutting-edge technologies will be crucial for revitalizing the sector and leveraging Los Angeles's industrial strengths.



**53,500 Unique Job Postings**

The number of unique postings for this job over the last 12 months.



**3,354 Employers Competing**

All employers in the region who posted for this job over the last 12 months.



**27 Day Median Duration**

Posting duration is the same as what's typical in the region.

## B. Sector and Other Industry-Focused Initiatives

The LABRPU implements numerous sector-focused initiatives aligned with the regional economy, as well as strategic industry-focused programs to advance opportunities for economic empowerment for residents facing barriers to opportunity. Mature programs like the multi-Board, South Bay WIB-led AeroFLEX apprenticeship model have expanded their scope and have been replicated across multiple sectors. More recent efforts include multiple employer-driven training pathways identified under the Regional Equity and Recovery Partnerships grant, a regional initiative to expand access to community college training in collaboration with the LABRPU's workforce boards. The program, which runs through the end of 2026, stands to create durable cross system partnerships resulting in on-ramps to a wide array of career pathway programs providing in-demand skills to improve job access; the provision of supportive services to eliminate barriers to training participation and completion; and the ability for participants to earn while they learn through stipends, paid work experience, and apprenticeships. Emergent strategies, like the L.A. City and L.A. County High Road Training Partnership (H RTP) model, project to launch over twenty new High Road Training Partnerships in collaboration with worker-centered organizations, labor, private and public sector employers, and philanthropy. H RTPs are a California Workforce Development Board strategy to create economically resilient communities and shared prosperity grounded in equity, accessible, quality jobs, and climate resilience. Following are selected examples of LABRPU sector and other industry-focused initiatives.

### Construction

Los Angeles Workforce Infrastructure Network (LAWIN): LAWIN is preparing the region's workforce for jobs generated by federal investment in infrastructure, through the Infrastructure Investment and Jobs Act (IIJA) and the Inflation Reduction Act (IRA). The goal is to expand access to skilled career pathways leading to quality jobs in construction and other skilled trades for underrepresented communities and groups facing barriers to opportunity. The initiative focuses on strengthening partnerships between secondary school training programs, including LAUSD K-12 CTE Linked Learning, Division of Adult Career Education, community colleges, community-based training programs, such as YouthBuild, and other pre-apprenticeship programs, and union apprenticeship programs.

HireLAX: HireLAX prepares residents for careers in construction through apprenticeships tied to major infrastructure projects at Los Angeles International Airport (LAX). The program is a partnership between the City and County of Los Angeles, Los Angeles World Airports (LAWA), Los Angeles Trade-Technical College, and construction unions, and includes training in various skilled trades. An eight-week training program prepares participants for construction careers and enrollment in a union apprenticeship program or employment on LAWA projects. Participants receive work readiness training, stipends, case management, support services, career exploration, and assistance with job placement.

Construction and Utilities Pathways Program (CUPP): SBWIB's Construction Utilities Pathway Program is a pre-apprenticeship program preparing residents for employment in the construction sector by providing readiness workshops, case management, supportive services, hands-on training, and job placement services. Once work-ready, participants are connected to union representatives, job coordinators, partner contractors, developers, and owner/agencies for placement on major construction projects throughout the region. The program maintains partnerships with the local construction industry and has become a steady source of qualified candidates and a reliable pipeline of skilled labor for key local development projects, while offering residents a pathway to high-paying careers in the field.

## **Healthcare**

C3 Skills Alliance: The C3 Skills Alliance is a SBWIB-led regional Healthcare Industry Sector Partnership. The model is anchored in public/private partnerships between health services organizations, workforce development boards, and community colleges responding to the need for skilled care coordinators and specialty Registered Nurses in Southern California's hospitals, health clinics, and long-term care facilities.

## **Advanced Manufacturing**

AERO-Flex Pre-Apprenticeship and Apprenticeship: The AERO-Flex pre-apprenticeship program is an employer-driven, earn and learn, engineering pre-apprenticeship pathway model developed by the SBWIB to serve the region's aerospace and manufacturing sectors. The first track focuses on work readiness skills training using SBWIB's Blueprint for Workplace Success curriculum. The second track teaches industry-specific occupational skills, and the third track provides work-based-learning experiences. Students earn industry-recognized stackable credentials and opportunities for employment, college completion, and/or entrance to the AERO-Flex U.S. Department of Labor (DOL)- and California Division of Apprenticeship Standards (DAS)- registered Aerospace Engineering apprenticeship program.

The program was enhanced with a \$12 million DOL Scaling Apprenticeship Grant to support the Growing Advanced Manufacturing Apprentices Across America (GAMAAA) initiative and will prepare 5,000 apprentices and pre-apprentices across California and

the nation. Program enhancements include offering the training in English and Spanish and providing a virtual training option to boost accessibility.

## **BioTech**

BioTC Collaborative Biocom Institute Technician Certification (BioTC): The public-private partnership is funded by the Verdugo WDB and includes Los Angeles' leading Life Sciences companies. It focuses on meeting the needs of the region's Life Science industry. The model includes direct employer engagement in curriculum design, credential validation, and hiring efforts. Additionally, partner employers provide paid internships, externships and apprenticeships. To streamline the industry's strategy for entry-level talent acquisition, the collaborative produced a no-cost comprehensive assessment exam for recent graduates from LA's bioscience, biotechnology, and science-related career programs to demonstrate their qualifications as entry-level technicians. Graduates who pass the exam are awarded an industry-validated, digital badge to include on their resumes, social media profiles, and job applications. The certificate offers the region's life science companies a reliable, efficient way to access, identify, and hire qualified entry-level manufacturing technicians from a pre-vetted pool to meet their growing workforce needs.

Bio-Flex: The emergent Bio-Flex program is a replication of SBWIB's successful Aero-Flex program model focused on the Biotech industry in LA County. This multi-board collaboration will offer an employer-driven, earn and learn pre-apprenticeship pathway in Life Sciences leading into the Bio-Flex registered apprenticeship program. The pre-apprenticeship will include the same three tracks as the AERO-Flex model: work readiness skills training, industry-specific occupational skills training, and a work-based-learning component. The program is currently recruiting employer partners with which to design the "flexed" skills training and work-based-learning elements.

## ***Other Industry-Focused Initiatives***

### **Public Sector**

Preparing Los Angeles for County Employment (PLACE): PLACE is an LA County high road employment program that prepares and places people with high barriers to employment into entry-level, permanent County jobs with a career pathway. The program has successfully placed cohorts into multiple County departments and plans to expand the program to more departments and job classifications.

### **Artificial Intelligence**

Artificial Intelligence (AI) Research Initiative: SELACO WDB has collaborated with the California Workforce Association (CWA) to explore AI integration in multiple industries, employer skill needs, and training strategies. To start, they established an AI-focused Sector Partnership Advisory Committee (SPAC) with representatives from private sector companies, local government agencies, and educational institutions. Next, they led a



focus group discussion with representatives of businesses implementing different AI approaches to help identify opportunities and challenges. This informed an expert panel discussion which helped deepen the workforce system's understanding of AI's impacts on work and workforce development strategies. Following the panel, the Board convened a job seeker focus group. The next steps of the initiative will include a planning session to develop workforce and education strategies and publication of a "white paper," highlighting the project's research and discoveries.

### **High Road Training Partnerships (HRTPs)**

In 2024, the County invested roughly \$3 million in three new HRTPs to support regional economic recovery and income mobility. Those investments supported initiatives in aerospace, healthcare and the creative economy. In Spring 2025, the County made \$17 Million available to fund new HRTTP initiatives in the region. Modelled on the California Workforce Development Board's HRTTP framework and essential elements, successful applicants must address equity, climate, and quality jobs while including the essential elements of industry-led problem solving, prioritizing the partnership itself, incorporating worker wisdom, and industry-driven education and training solutions.

### **LABRPU Regional Equity and Recovery Partnership (RERP)**

Under the California Workforce Development Board and California Community College Chancellor's office RERP program, LABRPU WDBs will continue to implement 20 priority pathway programs in collaboration with partner community colleges through the end of 2026. Programs were designed to enhance access and successful completion of post-secondary education and career technical education programs leading to employment for disadvantaged populations in high-demand occupations and jobs with increasing income and excellent career growth potential in 14 rapidly expanding industry clusters in the region.

To improve job access, skill acquisition, and career growth, the LARPU RERP project strengthens the relationship between WDBs, industry, community colleges, and community-based organizations, to create training programs, industry-recognized certifications, work experience/apprenticeships in companies that are part of the training program, and formation of a talent pool of qualified individuals. Sectors of focus include Arts, Media, and Entertainment, Information and Communications Technology, Advanced Manufacturing, Health and Fitness, Biosciences and Technology, Green and Environmental Sciences, Construction, Culinary/Hospitality, Supply Chain Logistics, Healthcare, Automotive Technology, and Maritime.

Central to the initiative is the provision of targeted support services to meet participants' needs. Primary services include stipends, paid work experience during or after training and apprenticeships, on-the-job training support and a wide menu of additional services to eliminate barriers to successful training completion.



## C. Strategies to Communicate with Regional Employers

The geography of the LABRPU is vast. If the region was a state, it would be the 10<sup>th</sup> largest in the nation. It is home to nearly 10 million people, more than a quarter of the state's population. Serving the region are seven workforce development boards. While multiple boards often share common business customers, actual and potential, there are distinct sub-regional industrial profiles. At the same time, workers commute across county boundaries reflecting regional employment patterns. In this complex landscape, LABRPU boards do their best to coordinate communication with the region's employers.

Specific strategies that boards utilize to communicate with businesses throughout the region include:

- Plans to contract regional intermediaries to implement sector strategies, regularly convening boards and partner employers to enhance partnerships and program implementation.
- Plans to organize construction sector employer partners, unions and skilled trades, and registered apprenticeship program sponsors to align efforts and programs and identify opportunities to expand apprenticeships into high growth sectors such as transportation, advanced manufacturing, and integrating green technology.
- Plans to establish Sector Coalitions to facilitate integration between economic development and workforce development and centering the role of employers in workforce development strategy design.
- Business leadership in existing sector initiatives previously mentioned, including HireLAX, Construction and Utilities Pathways Program, C3 Skills Alliance, BioTC Collaborative, AERO-Flex pre-apprenticeship/apprenticeship, Preparing Los Angeles for County Employment, Artificial Intelligence Research Initiative, and the High Road Training Partnerships Grant Program. Boards often collaborate on targeted outreach, employer engagement forums through regional sector initiatives.
- Boards also convene business. A prime example is Long Beach WIN's coordination of the Long Beach Aerospace Council, a collaborative of over 25 aerospace employers who are dedicated to creating inclusive pathways into the sector's in-demand occupations.

Individual boards deploy business services strategies to engage and communicate with employers. L.A. City and L.A. County business service teams conduct regular meetings with existing and potential business partners to strengthen and build relationships.

## V. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

Promoting economic mobility and long-term financial stability for job seekers and workers is a core commitment of the LABRPU's local Workforce Development Boards. The seven WDBs, along with their service providers and training partners, collaborate to build a regional workforce system that delivers inclusive programs tailored to the diverse needs of their communities. These efforts aim to expand access to opportunity and improve economic outcomes for residents.

The following section highlights key programs, initiatives, and strategies that empower individuals, support families, and strengthen communities.

### A. Working with Businesses that Provide Quality Jobs

The Los Angeles Basin RPU workforce development boards will maintain a strong focus on engaging business customers, prioritizing alignment with the region's high-demand industry sectors, competitive wage levels with potential for growth, and opportunities for career advancement. While each local board sets its own employer selection criteria as a matter of policy, the overarching goal remains the same: to connect job seekers with employers who provide access to sustainable careers and long-term economic security. Regional leadership recognizes and supports the California Workforce Development Board's definition of job quality and strives to adhere to these standards whenever feasible:

*"Quality jobs provide family-sustaining wages, health benefits, a pension, worker advancement opportunities, and collective worker input, and are stable, predictable, safe, and free of discrimination. Quality jobs have the potential to transform workers' lives and create resilient, thriving firms and communities, as well as a more just and equitable economy."*

The local boards also take specific actions to promote job quality, including:

- Developing Registered Apprenticeships and Pre-Apprenticeships which are proven strategies to expand access to better quality jobs and working conditions, higher earnings, and advancement opportunities. Articulated pathways that include pre-apprenticeship programs provide on-ramps that further enhance access to opportunity for individuals facing barriers, bridging the gap to long-term career success and income mobility.
- High Road Training Partnerships developed in collaboration with both workers and employers to create pathways to quality jobs that offer improved working conditions, higher wages, and clear opportunities for career advancement. Such programs may be similar in structure and value to apprenticeship programs.

- Public Sector Employment Strategies that open pathways to stable, well-compensated careers. Through targeted training, supportive services, inclusive hiring practices and structured on-ramps into specialized entry-level public sector roles, these strategies help individuals, especially those from underrepresented communities, access employment that offers competitive wages, strong benefits, workplace protections, and opportunities for advancement.

## **B. Shared Target Populations and Targeted Service Strategies**

The local boards prioritize services for a diverse range of vulnerable and underserved populations, such as individuals with disabilities, justice-involved individuals, opportunity youth, English language learners, immigrants, refugees, non-custodial parents, CalFresh recipients, veterans, displaced workers, and others. To help these individuals prepare for employment, secure jobs, and achieve long-term success in the workplace, the boards implement a range of traditional and innovative strategies and programs, including the following:

Co-enrollment in Two or More Programs: Individuals with limited work experience or significant barriers to employment often require a comprehensive range of services that cannot be met by a single program. To effectively support these job seekers, they may be co-enrolled in multiple programs. For example, an individual with limited English might be enrolled in a WIOA Title I program and receive career services and supportive services, such as transportation assistance, while also participating in a WIOA Title II Adult Education program for English as a Second Language (ESL) instruction and workplace literacy support, leveraging multiple funding sources to address unique needs.

On-going Case Management: A strong, trusting relationship with an experienced case manager is often the cornerstone of a job seeker's success. Through culturally responsive, trauma-informed case management and tailored wraparound services, case managers provide more than just guidance. They become consistent sources of support and advocacy. Regular check-ins and personalized follow-up help participants stay motivated, navigate obstacles, and explore alternative pathways when challenges arise. This ongoing relationship ensures that individuals feel seen, heard, and empowered throughout their journey toward employment and long-term self-sufficiency.

Supportive Services to Address Barriers: Direct service staff are well-informed about the extensive network of partner organizations and programs that provide a wide array of supportive services to help participants overcome barriers to employment. These services include, but are not limited to, transportation, childcare, healthcare, housing assistance, legal aid, and specialized counseling. By leveraging these partnerships, staff ensure that individuals have access to the comprehensive support they need to succeed.

Foundational Skills Training: Job readiness and essential workplace skills are foundational to a participant's long-term success. Through training and hands-on support, individuals develop key competencies such as effective communication, critical thinking, teamwork, adaptability, punctuality, and the ability to accept feedback and supervision.

These skills not only prepare participants to enter the workforce but also equip them to thrive and grow in their careers.

Work-Based Learning Programs Offering Wages and Stipends: For individuals who need to earn income while preparing for employment, work-based learning opportunities (such as on-the-job training, work experience, and internships) offer a valuable way to gain hands-on skills while receiving wages or stipends. These models allow participants to build job-specific competencies and build valuable experience in real-world settings, supporting both immediate financial needs and long-term career development.

Working with Service Networks: Local boards and their service providers actively engage with systems and networks serving specific populations. For instance, staff participating in Probation Departments' Community Corrections Partnerships, supportive housing and homeless assistance networks, immigrant and refugee support networks, disability services networks, and the like, can facilitate access to individuals and groups who can support participants' unique needs.

## VI. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

The PY 2025-28 planning period marks the first time that the L.A. Basin RPU Regional Plan addresses environmental sustainability and climate resilience. However, the WDBs and their workforce system partners are not unfamiliar with these challenges and their impact on the regional economy and local labor markets. Within the region, issues such as pollution, a movement away from fossil fuels, and air quality have already affected the focus and content of workforce programs. Strategies, which range from instruction in sustainable practices across various industries to implementation of urban forestry projects, have been developed to address the workforce needs associated with these and other issues that impact the environment. Over the course of this plan, the regional workforce partners will develop and collaborate on specific workforce strategies in support of environmental sustainability.

### ***Coordinating Workforce Strategies with the Countywide Sustainability Plan***

“OurCounty,” a regional sustainability plan, was published in 2019. Los Angeles County officials who developed and oversee the plan, assert that it is the boldest county sustainability plan in the nation. The plan outlines what local governments and stakeholders can do to enhance the well-being of every community in the county while reducing damage to the natural environment and adapting to the changing climate, particularly focusing on those communities that have been disproportionately burdened by environmental pollution. This plan envisions streets and parks that are accessible, safe, and welcoming to everyone; air, water, and soil that are clean and healthy; affordable housing that enables all residents to thrive in place; and a just economy that runs on renewable energy instead of fossil fuels.

The plan addresses the coequal values of environment, equity, and economy. With respect to the economy, the plan states:

*No community is truly sustainable without economic opportunity for all. All residents will have access to the requisite training, skills, and jobs needed to prosper and flourish in the new, regenerative economy. As we move from extractive industries towards sustainable production, we will simultaneously seek to grow the number of jobs, ensure family-sustaining wages, and redress the historical inequities that have restricted employment opportunities for marginalized individuals and communities. We can collectively manage a just economic transition that benefits workers and historically impacted communities, rather than harming them.*

The plan outlines twelve (12) wide ranging goals. Of these, goal 4, “a prosperous L.A. County that provides opportunities for all residents and businesses and supports the transition to a green economy,” is the one directly related to the workforce development goals of the region and to the work of the seven local boards. The plan describes the goal in the following terms.

*A green economy is one that runs on renewable sources of energy, moves all sectors*

*away from carbon-intensive practices and helps steer the region towards a low-carbon future. Providing support for green industries and the workforce will help ensure the OurCounty plans and goals rest on a strong economic foundation.*

*Economic transitions have the potential to exacerbate inequality. Communities and workers that are economically dependent on fossil fuel use or extraction may face challenges in transitioning to a green economy. But with adequate planning and support, an economic transition can serve as an opportunity to implement more inclusive economic practices that will reduce inequality and support all residents. A truly “just” transition will protect and support job seekers and current workers, particularly those that are low income and/or reside in disadvantaged communities so that they can transition into a green economy with dignity and without bearing the costs of change.*

*Los Angeles is both the manufacturing center of the U.S. and a clean technology leader. This innovation can be harnessed for the greater good by supporting local entrepreneurs and connecting them to our diverse, skilled workforce. County government will support the growth of green economy sectors and ensure that our economy is one that works for everyone.*

In connection with these goals, the plan sets forth two major strategies:

- Promote inclusive growth across the changing economy.
- Support wealth-generating activities in disinvested neighborhoods.

In connection with strategy 4.A, (promote inclusive growth across the changing economy), the plan indicates:

*A well-developed and connected workforce will support high-growth sectors in the County while improving economic opportunity for all. Everyone can benefit from younger people entering the workforce to career oil and gas workers transitioning to new jobs. Some may move to the renewable-energy sector, and others will transition to entirely new fields.*

*Just as important as preparing the workforce for transition is prioritizing the education of younger populations in career paths in a green economy, from renewable energy to ecosystem restoration. Encouraging corporations to make investments that drive local job growth will help provide opportunities for our residents.*

*Beyond career placement, it is critical to ensure that all jobs provide safe and healthy working environments and family-sustaining wages, especially in the waste sector and other sectors that are traditionally dangerous and low paid. OurCounty prioritizes economic growth that is equitable and considerate of the County's working class.*

The plan highlights the following in connection with strategy 4.B (support wealth-generating activities in disinvested neighborhoods):

*The County can address economic inequality by leveraging sustainability projects to increase access to family-sustaining jobs, and by pursuing innovative policy solutions to build wealth in historically impacted communities.*

*Economic equity is inextricably linked to sustainability and resilience, as lack of access to economic opportunity strains health, prosperity, and quality of life. Low-income communities are often the least financially equipped to handle the effects of a changing climate such as fires and floods, and end up suffering the most.*

*Our efforts to reverse these trends will help to improve economic mobility and opportunities throughout the region.*

All workforce development boards in the region recognize the value of connecting local initiatives to the countywide sustainability plan and to utilizing its green economy goals and related strategies as a reference point for building climate- and sustainability-focused workforce programs.

### ***Opportunities to Strengthen the Environmental Sustainability Focus of Workforce Programs***

In addition to regional efforts aligned with the countywide plan, the LABRPU partners recognize several other opportunities to increase the competency and capabilities of the workforce system to address environmental sustainability. Among these are:

#### **Research, Learning, and Adoption of Local Priorities**

Local WDBs will focus more intensively on, engage with, and participate in state-administered projects and programs that are tied to environmental and climate issues, thereby increasing organizational knowledge and capacity in these areas. Other efforts to improve system capacity will include participation of management, staff, and board members in state and regional conferences and in online seminars and training. WDB representatives will actively seek opportunities to gain insight from organizations able to share models and best practices for adapting workforce development services to meet work requirements associated with environmental sustainability.

#### **Coordination with Regional Partners and Their Efforts**

Local and regional programs operate within a complex network of organizations, programs, and services throughout Los Angeles County and within neighboring jurisdictions. Within this environment, workforce, education, business, labor, economic development, and other stakeholders regularly communicate and share information through multiple channels and platforms. Increasingly, issues pertaining to climate and the environment, and their impacts on jobs and the economy, are topics discussed by the partners. Such discussions have not only heightened awareness of the interconnectedness between workforce development and environmental sustainability but have substantially increased knowledge of models and initiatives across various



disciplines for adopting effective climate-focused strategies. The regional workforce system will continue to align its efforts with those of stakeholders both within the Greater Los Angeles Area and throughout the state.

Support for and Coordination with Local Efforts and Regional Scalability

Each of the local workforce areas in the Los Angeles region represents at least one city and several are consortia of multiple municipalities. Many local jurisdictions have developed and continue to enhance plans to address climate change and support sustainability. Local boards are committed to work closely with the cities that they represent to develop workforce and training programs corresponding to local sustainability plans and initiatives. As with other programs in the region, local workforce models focused on the green economy, clean work processes, and the environment will be shared among the seven WDBs and scaled, as appropriate, throughout the region.

## VII. ACCESS AND ECONOMIC JUSTICE

LABRPU workforce development boards are committed to ensuring equitable access to programs that reduce barriers to employment and economic self-sufficiency. Following are examples of programs, partnerships, and strategies tailored to the specific needs of historically marginalized and underserved communities.

### **Justice-Impacted Individuals**

The Los Angeles region is home to a significant number of justice-impacted individuals. In response, LABRPU workforce development boards actively participate in a wide range of programs and initiatives designed to support this population. These efforts are carried out in collaboration with state, county, and local agencies, as well as community-based organizations and other partners with specialized expertise in serving this population. Through these coordinated efforts, the region aims to promote successful reentry, reduce recidivism, and create equitable pathways to employment and economic stability. What follows are prominent program examples:

Los Angeles Entertainment Careers Pathway Pilot: This innovative program model supports young men aged 18 to 24 returning to Los Angeles County from state prison, juvenile justice facilities, and transitional reentry housing facilities by providing 12 months of stable housing and a 10-month, union-affiliated training program for jobs in the entertainment industry.

Prison to Employment (P2E) 2.0: Building on the success of the region's P2E 1.0 grant, LABRPU workforce boards expanded their innovative reentry hub model to enhance support for formerly incarcerated and justice-impacted individuals. Through this model, WIOA service providers, community-based reentry organizations, and California Department of Corrections and Rehabilitation staff collaborate to operate resource hubs across the region. These hubs offer access to a wide range of coordinated, wraparound services, including mental health counseling, parenting workshops, financial literacy training, record expungement, and tattoo removal, alongside WIOA-funded skills training and work experience opportunities. The model is designed to meet participants where they are and address the specific challenges they face as they transition back into the workforce and their communities.

Innovative Employment Solutions (INVEST): INVEST is a collaborative initiative led by the Los Angeles County Department of Economic Opportunity, the Probation Department, and the County Office of Diversion and Reentry. It is designed to address the complex employment and supportive service needs of justice-involved individuals and help them achieve their career and employment goals. Funded through California Senate Bill 678, the program specifically serves adults on felony probation. INVEST features a flexible funding model that empowers direct services staff to deliver individualized support in a community-based context, combining intensive case management with targeted employment services tailored to each participant's unique circumstances.

## Homelessness and Housing Insecure Individuals

The Los Angeles region has the largest homeless population in the nation, along with significant numbers of residents experiencing housing insecurity. Nearly half of all renters are considered rent burdened, spending more than 50% of their household income on rent and utilities. This widespread housing instability underscores the urgent need for targeted support. In response, the region's workforce development boards are engaged in a range of strategies and initiatives aimed at addressing these challenges; connecting individuals to employment opportunities, supportive services, and housing-related resources to promote stability and long-term economic security.

Regional Homeless Opportunities for Meaningful Employment (HOME): Five of the seven LABRPU workforce development boards collaborate on this regional initiative, which integrates wraparound supportive services with employment assistance and transitional subsidized employment to help participants successfully secure unsubsidized jobs. The program is specifically designed to serve adults who are currently experiencing homelessness, have previously been unhoused, or are at risk of becoming homeless, providing a comprehensive approach to both employment and housing stability.

Los Angeles Regional Initiative for Social Enterprise (LA:RISE): LA:RISE is a regional partnership between the City and County of Los Angeles workforce development boards and employment social enterprises to create pathways to permanent employment for individuals experiencing homelessness, justice involvement, or other barriers to work. The program offers paid transitional employment combined with wraparound support, including job readiness training, education and vocational training, supportive services, and long-term case management.

Home to Employment (H2E): SELACO WDB's housing and employment model is a collaborative initiative with the Gateway Cities Council of Governments, Hub Cities Consortium, and SHARE! Collaborative Housing. The program is designed to address both housing instability and unemployment among vulnerable populations in the region. The program provides a dual approach by offering affordable, permanent supportive housing alongside comprehensive workforce services. Participants receive individualized support, including paid work experience, job training, and placement services, aiming to facilitate a transition from homelessness to stable employment. The program's holistic model ensures that individuals not only secure housing but also gain the skills and opportunities necessary for long-term economic stability.

Inside Safe Job Connector Program: An element of the broader Inside Safe strategy, the program is designed to help individuals transition out of homelessness into long-term employment and housing stability. The program integrates the City of Los Angeles's workforce development system and housing providers ensuring participants receive both shelter and employment support in a seamless, person-centered approach. Dedicated Job Connectors provide long-term intensive case management and employment services, including job readiness training, coaching, skills training, and job placement support.

## Opportunity Youth

Opportunity youth, including foster and transitional-aged youth not enrolled in school or participating in the labor market, often face multiple barriers to opportunity and economic self-sufficiency. In recognition, LABRPU workforce development boards collaborate with other public systems to align and coordinate resources and strategies to serve the needs of these individuals. Building on previous collaboration under the Los Angeles Performance Partnership Pilot, the region is now implementing the Horizons 32K Strategic Plan to address the needs of the region's opportunity youth. A network of over 120 partners from public agencies, community-based organizations, current and former opportunity youth, foundations, educational institutions, and employers is establishing a regional collaborative infrastructure to support coordination across sectors to increase opportunity youth connections to education, workforce training and career education pathways, and employment. At the center of the work is a holistic approach that aligns and coordinates housing, other social services, workforce development, education, and career technical education programs.

California Opportunity Youth Apprenticeship (COYA): The South Bay Workforce Investment Board, in partnership with regional school districts, County Office of Education, colleges, and employers, is building pathways into both existing and new state-registered apprenticeship programs for opportunity youth across the region. Supported by a COYA grant, SBWIB offers no-cost technical assistance, funding for program development, and employer incentives to expand access to high-quality, work-based learning opportunities for young people facing barriers to employment.

## Adults with Intellectual and Developmental Disabilities

Verdugo CNC Machinist Academy: This program is a partnership between Verdugo WDB, Glendale Community College, and the California Department of Rehabilitation, providing no-cost, hands-on Computer Numerical Control (CNC) Machinist training for adults with intellectual and developmental disabilities, in particular, adults with autism spectrum disorder. The program offers classroom instruction and hands-on training for small cohorts providing daily tutoring and support, job readiness training, paid internships, job placement support, and on-the-job training opportunities for graduates.

## Addressing the Digital Divide

Delete The Divide (DTD): LA County's DTD program collaborates with the region's workforce development boards to provide access to technology, internet connectivity, and digital literacy resources to youth, young adults, and small businesses in underserved areas. It also provides digital skills training, affordable internet options, and support services.

Learn Basic Tech Training: Los Angeles County's Learn Basic Tech Training provides free online and in-person Information Technology training workshops to residents

emphasizing digital skill building to foster digital literacy and inclusion in today's technology enhanced society. The program offers beginning to advanced-level training.

Digital Ambassadors Program: The Housing Authority of the City of Los Angeles (HACLA) in partnership with the region's workforce development boards implements the Digital Ambassadors Program that employs HACLA resident leaders, ages 18-30, at all public housing sites to assist residents overcome the digital divide. They provide technical support and offer workshops to empower residents with the skills necessary to thrive in an increasingly digital world.

### **Work/Wage-Based Training Models**

Transitional Subsidized Employment Program (TSE): The TSE program is part of Los Angeles County's Greater Avenues for Independence (GAIN) initiative and is administered by SBWIB, with multiple workforce development boards participating. It serves a range of individuals facing significant employment barriers, including long-term unemployed CalWORKs participants, transitional-age youth in the County's General Relief Opportunities for Work (GROW) program, and youth involved with the Department of Children and Family Services or the Probation Department, such as foster care and justice-involved youth. TSE helps participants build job skills and gain work experience through paid employment opportunities, providing a pathway toward long-term economic stability and workforce readiness.

### **Los Angeles Wildfire Disaster Recovery**

The 2025 wildfires devastated multiple communities and impacted workers throughout the region. Permanent job loss and job displacement are causing economic hardship and instability for many, especially those in low-income and immigrant communities.

Fire Recovery and Resilience Workforce Program: This program, a partnership between the LA County Department of Economic Opportunity and the region's workforce development boards, offers temporary subsidized employment and no-cost skills training for workers impacted and dislocated by the 2025 wildfires. Participants are hired in temporary paid positions with County agencies and other participating organizations that support the recovery, including cleanup and humanitarian roles. The region's America's Job Centers of California serve as employers of record.

## VIII. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

The interconnected nature of the Los Angeles region's business and workforce landscape makes alignment, coordination, and integration essential across all programs and services offered by LABRPU's seven workforce development boards. These efforts extend to a wide network of public, private, nonprofit, foundation, and community-based partners and stakeholders, which collectively support the region's workforce ecosystem.

To advance this collaborative approach, LABRPU partners have adopted a shared regional mission focused on promoting economic mobility, equity, and industry-responsive workforce development. This mission drives the development of inclusive career pathways, employer-aligned training programs, and access to quality jobs, especially for individuals from underserved communities. Core values such as collaboration, innovation, accountability, and continuous improvement shape the region's workforce strategies and guide investment decisions.

### A. Regional Coordination Strategies

The LABRPU operates under a series of regional agreements to strengthen service delivery and optimize resources. These agreements lead to more streamlined workforce services, clarify shared responsibilities, and define funding allocations to ensure an efficient and responsive system. By fostering interagency collaboration, these agreements enhance regional alignment in workforce training, business engagement, and job placement services. Examples include:

Youth@Work Intermediary Agreement: This agreement among all seven LABRPU workforce development boards establishes the Los Angeles County Youth@Work Program as a countywide initiative. It provides paid work readiness training and employment opportunities. The program, supported by federal, state, and county funds, serves approximately 10,000 youth annually.

Regional Grant Agreements: The LABRPU collaborates on numerous regional grants that include collaborative infrastructure, resource sharing, service alignment and coordination, and reporting and data collection. Prominent examples include the California Workforce Development Board-funded Regional Equity and Recovery Partnerships Grant (RERP), the Prison to Employment 2.0 Grant (P2E), and the original Slingshot Initiative.

LABRPU is also a formal partner in the Los Angeles Regional Initiative for Social Enterprises (LA: RISE) collaborative uniting Los Angeles' workforce development system, non-profit social enterprises, and for-profit employers to provide employment services for individuals facing high barriers to employment.

Regional Service Agreements: LABRPU workforce development boards maintain ongoing collaborative service agreements with partner public agencies to integrate complementary services that result in clients receiving coordinated wrap around

supportive services. Key examples include Temporary Assistance to Needy Families (TANF) and County General Fund Allocation Agreements through which the Los Angeles County WDB distributes TANF, Juvenile Justice Crime Prevention Act, and County General funds across the region to support workforce development initiatives. Similarly, Measure H Employment Support funds are allocated to the region's workforce development boards to provide workforce training and employment services for individuals experiencing homelessness.

Continuous Improvement: The LABRPU regularly evaluates program effectiveness to drive continuous improvement. Quarterly workforce impact assessments, using key performance indicators such as job placement rates, wage progression, and credential attainment are used to measure success. Additionally, LABRPU holds annual stakeholder forums where workforce boards, businesses, and training providers review progress, identify gaps, and refine service strategies to enhance workforce system effectiveness.

## **B. Regional Administrative Cost Arrangements**

Regional grants and other funding sources have enabled local workforce boards throughout the region to collaboratively share and leverage resources, enhancing services and creating broader impact across all local workforce areas. This coordinated approach strengthens the overall effectiveness of the region's workforce system and ensures that resources are used efficiently to benefit both job seekers and employers.

Regional System Administration: The South Bay WIB administers the I-TRAIN system for the region's workforce development boards. The system is a centralized repository of pre-approved organizations on the Eligible Training Provider List (ETPL). Centralizing this essential resource is a valued efficiency for local workforce boards enhancing staff capacity to focus on program-related activities. The region also gains efficiencies through use of the Cal E-Grants System for grants management. The system streamlines regional grant applications, data collection, and reporting, eliminating burdensome and duplicative administrative processes.

Cost-sharing models: LABRPU's partner workforce development boards have developed capacity to share administrative costs while maintaining program oversight within their respective jurisdictions on regional grants, such as P2E and RERP. They have also engaged in joint procurement of workforce technology systems, such as case management platforms, job-matching tools, and labor market analytics software.

Regional Staffing: The LABRPU partners co-invest in a Regional Organizer (RO) using Workforce Innovation and Opportunity Act (WIOA) discretionary funding, regional capacity-building grants, and pooled administrative funds from workforce boards, as well as philanthropic and state-funded workforce initiatives. The RO serves as a key facilitator for workforce coordination across the region.

Regional Workforce Council (RWC): The RWC meets periodically bringing together local workforce board directors, fiscal administrators, and program managers to discuss



funding allocations, cost-sharing agreements, and performance metrics. Such meetings may also serve as venues to process labor market trends, identify funding opportunities, and discuss potential policy changes.

## **IX. PROGRAM YEAR 2025-28 REGIONAL SYSTEM PRIORITIES**

Based on input that regional workforce leaders and stakeholders provided during discussions held throughout the process used to develop the PY 2025-28 Plan, the following issues were identified as priorities for further examination, exploration, development, and/or enhancement over the four-year period covered by the Regional Plan. Directors of the Los Angeles Basin RPU's seven local boards will work with their WDB members, elected officials, business leaders, and local partners and stakeholders to set the agenda for review of these priorities and, following such review, determine where, when, and how action should be taken.

The themes represented by the priorities that follow were identified through input from WBD leaders, system partners, and regional stakeholders during a series of discussions, including the ten community forums that are described in Attachment I.

### **A. Expand the Pool of Candidates for Key Industries**

Making students aware at the early age of career options within the region's predominant industries could support the development of a pipeline of workers that business leaders project a need for well into the future. Workforce system leaders collaborate with their education counterparts on issues ranging from basic skills training to the development of new courses that address the evolving needs of local industry. Opportunities may exist for workforce and education providers to collaborate more closely on bringing career information and exploration opportunities into school to build students' understanding of the labor market. Such information may increase students' participation in career track programs during high school and position students for training and education pathways into promising careers.

### **B. Increase the Availability and Use of Registered Apprenticeships**

Registered apprenticeship programs are exceptionally valuable because they provide a structured pathway for individuals to gain in-demand skills while earning a wage, leading to increased career opportunities and higher earning potential, while simultaneously offering employers a reliable pipeline of highly-trained, industry-specific workers with reduced turnover rates and improved productivity; essentially creating a "win-win" situation for both apprentices and companies. While the use of registered apprenticeships in the region has been slowly increasing for more than a decade, additional opportunities exist for local boards to work with community colleges, labor, and other partners to expand the availability and awareness of apprenticeship programs.

### **C. Increase Workforce System Staff Knowledge about Career Pathways in Key Regional Sectors**

The economy in which the system partners work is complex, dynamic, and constantly evolving. Technology alone continues to drive change in many of the region's prominent sectors. It has the power to not only change skill requirements, but to create whole new classifications of jobs and eliminate others. Individuals who provide direct clients services, including career services and training, can be better equipped to provide guidance on career planning and preparation by increasing their understanding of the economy, labor market conditions, and the region's growth sectors and other key target industries. Local boards and system partners should develop or secure training for staff that provides a strong foundation in local labor market knowledge and a clear understanding of career pathways associated with the region's major industries.

**D. Ensure all Job Seekers Have the Digital Literacy Skills Necessary to Compete for, Secure, and Retain Employment**

Job seekers compete more successfully for work and experience greater success on the job, when they have strong basic skills, including literacy and numeracy skills, as well as digital literacy and proficiency in various software and web-based applications. Individuals utilizing local WIOA and career center services should be assessed for digital literacy skills, and training should be made available to all customers lacking basic digital skills.

**E. Focus Workforce Development Efforts on Growth Industries/Sectors that Offer the Greatest Career Advancement Opportunities**

Given the importance of base and other significant industries to the economic vitality of the region and the finite availability of economic and workforce development resources, local boards, education partners, training providers, and other system stakeholders should focus on sectors of the economy that represent the greatest potential to create wealth and opportunities for businesses and residents throughout the Greater Los Angeles region. The priority industries outlined in this plan generally correspond to business and community perceptions of sectors offering significant opportunities. Throughout the community engagement process leading to the development of the Regional Plan, stakeholders frequently pointed to the emerging green economy as one that is likely to offer significant opportunities in the future. The Regional Plan describes the commitment of the local workforce boards to expand efforts in this area.

**F. Monitor and Track the Implementation and Expansion of Artificial Intelligence and Other Advanced Technologies across Key Industries and Job Classifications**

Across the network of stakeholders that comprise the regional workforce development system, there is across-the-board recognition that AI and advanced technology are changing jobs in multiple industries at a more accelerated rate than ever before. WDB leadership, education, business, and community partners must

continue to assess how technology is changing jobs. The system partners should develop strategies and programs that will enable workers and businesses to keep pace with these changes.

**G. Develop and Implement Strategies to Support Worker Retention**

Businesses are experiencing rapid turnover of workers at unprecedented levels. The cost of such turnover is significant, considering investments that businesses make to recruit, hire, orient, and train new workers. However, as workforce system professionals are essential in connecting workers to jobs, they are uniquely positioned to advise both job seekers and business representatives on the advantages of job retention and strategies to promote workers' longevity with companies that hire them.

**H. Concentrate on Methods to Increase Recognition of the Regional Workforce System by Key Customers**

While local workforce systems and regional workforce initiatives assist thousands of individuals and businesses each year, stakeholders acknowledge that most individuals in the nation's largest county are not familiar with the network of career centers, training programs, and services for businesses that are provided by the WIOA-supported public workforce system. Local systems and providers utilize a range of locally determined brand names for their centers and services, which likely leads to limited awareness and recognition of the system by potential customers. Local boards and system partners should identify opportunities to increase awareness of workforce development programs and providers within the RPU.

**I. Identify Foundational Skills that Exist across Various Job Classifications and Develop Strategies for Teaching and Certifying Such Skills**

There are skills that are widely desired by businesses across many industries, and some skills are often considered universally required for all jobs. System stakeholders call out foundational skills (i.e., so-called "soft skills," such as promptness, teamwork, acceptance of supervision, critical thinking, problem solving); basic skills (English and math skills); communication skills (verbal, written, and appropriate to the workplace); digital literacy (ability to use basic technology tools and system); financial literacy; and job retention skills as among the general skills most valued by companies of all types and sizes. Business and industry leaders continue to stress that individuals with these skills are the most desirable, are the easiest to train, and are, generally, the best fit. Workforce system partners throughout the region should work to identify a full complement of core employability skills and devise strategies for assessing and training in these skills areas.

**J. Examine Unique Needs of Older Individuals Returning to Work and Develop Strategies to Support their Success on the Job**

A range of factors is contributing to the increase in older workers remaining in or returning to the workforce. While these experienced individuals bring skills and traits that are highly valued by many employers, they also face challenges in preparing for, securing, and retaining employment. Digital technology, job application and work processes, and the dynamics of a multigenerational workforce are issues that may affect the success of older individuals. The workforce system should examine opportunities to provide stronger, more focused support for older job seekers.

**K. Regularly Assess Shifts in Worker and Business Priorities and Adjust Workforce Strategies to Meet these Priorities**

Business leaders, educators, workforce development professionals, social services providers, and other stakeholders continue to describe shifts in attitudes, behaviors, preferences, and priorities among workers and candidates for employment. Many indicate that, while these changes have been evolving over the last decade or even longer, such shifts were accelerated by circumstances surrounding the pandemic. For many individuals, particularly younger workers with less experience in and attachment to the workforce, work-life balance, “meaningful” or “purpose-driven” work, flexibility, and opportunity to be part of decision-making are more important than factors such as pay, stability, and promotional opportunities. Many businesses describe workers’ lack of punctuality, adherence to work schedules, and short tenure as challenges to business operations. System partners need to recognize and respond to changes in worker priorities by developing corresponding career services and training. Such services may acknowledge that employment and career decisions are individual choices, but highlight advantages of employment retention, including stability, wage increases, and opportunities for advancement. Support for businesses may include strategies that encourage worker retention.

**L. Expand the Availability and Improve the Content of Programs that Teach Entrepreneurial Skills**

Workforce system stakeholders acknowledge that many individuals seeking support from the workforce system have an interest in entrepreneurship and would be good candidates to launch a microbusiness using existing skill sets or skills that they could acquire from locally available training programs and WIOA career services. While there are services present in the region that could support entrepreneurs and new business startups, the workforce system partners should consider ways in which they could shape such support and what a structured entrepreneurship strategy for system participants would look like.

**M. Develop Partnerships with Businesses and Implement Strategies to Prepare Job Seekers for Employment with Business Partners.**

While businesses are a clear end-user of the full range of workforce development services provided by local boards and many system partners, too often career services, training, and even direct services for businesses are designed without their input. Business leaders should be the “managing partners” in the design of workforce services and, especially, programs that train candidates for employment in the skills companies need most. WBDs and system partners should consider opportunities to expand existing sector partnerships and to develop new ones as a structure for securing business intelligence and direction on services and training.

**N. Develop Short-Term Programs through which Individuals Can Earn Stackable Credentials and Certifications**

Many job seekers, including younger individuals, express that they are not interested in earning a degree or participating in lengthy training programs. Rather, they prefer shorter programs that will enable them to qualify for in-demand jobs and that would allow for future training to supplement their skills. The workforce system partners should make available short-term training programs that could be combined with follow-up training that produces stackable credentials. The availability of modular training opportunities could serve as an alternative to standard degree-awarding programs and draw interest from a wide range of students and workers.

**O. Increase Opportunities for Upskilling and Other Training for Businesses’ Existing Workforce**

New technologies, increased competition, and a smaller pool of job candidates are all contributing to the businesses’ needs to upskill their existing workforce. Local boards and the system partners should expand their capacity to provide training to increase the skills of workers. In addition, education partners should identify opportunities to make training more widely available in non-traditional formats (e.g. online, open-ended, nights, weekends) for working individuals interested in acquiring new skills.

**P. Train Job Seekers in Strategies to Leverage their Networks/Connections to Support their Job Search and Career Advancement.**

As part of the employment preparation and job readiness process, AJCC and partner staff should provide job seekers with information about the value of developing social capital and of networking. Individuals preparing for job search should receive instruction on how to develop a social network to support their professional goals. Information should highlight the value of both web-based

networks (e.g. LinkedIn) and community relationships with individuals and organizations.

**Q. Develop Strategies to Promote Non-Traditional Candidates to Businesses**

With the need for talent continuing to outstrip supply, local boards and system partners must develop strategies to expand the pool of available workers. Stakeholders recognize that individuals from various under-resourced populations are strong candidates for jobs, even in positions for which they have not traditionally been hired in large numbers. These populations include, but are not limited to, individuals with disabilities, older workers, justice-involved individuals, English language learners, and young workers. In addition, individuals lacking various traditional prerequisites (e.g., prescribed years of experience, college degree) may be qualified for many jobs based on their demonstrated skills, talents, and attitude. Business and workforce leaders should work together to identify the training and services that will best prepare such individuals to be competitive candidates for in-demand jobs.

**R. Continue to Focus on Development and Delivery of Holistic Services for Job Seekers**

Workforce system partners and stakeholders recognize that, for many customers, success on the job and in career advancement will require a full range of support. Services needed by many individuals enrolled in WIOA Title I and system partner programs include not just career preparation and skills training, but assistance with housing, healthcare, transportation, childcare, clothing, and other stabilizing services and support. As WIOA and many partner programs have limited resources available for these services, collaboration with community and private sector partners is essential.

**S. Improve Strategies to Support Businesses in Providing Work-Based Learning**

Opportunities to learn job-specific skills are nearly limitless with the use of work-based learning models. On-the-job training, customized training for one or more companies, and registered apprenticeships are just some of the models that the workforce system partners can utilize to assist job seekers in preparing for in-demand careers in growth industries. However, businesses are often hesitant to take advantage of such programs due to their inexperience acting in the role of trainer. Local boards and system partners should develop protocols to promote businesses' understanding of work-based learning models and develop resources that instruct companies on how to effectively train new and existing workers on the job.



## **ATTACHMENTS TO BE COMPLETED UPON FINAL DRAFT**

### **X. ATTACHMENTS**

- A. Stakeholder and Community Engagement Summary (Attachment 1)
- B. Public comments received that disagree with the Regional Plan (Attachment 2)
- C. Signature Page (Attachment 3)

Attachment 1

## STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

To facilitate the engagement of stakeholders in regional planning for the workforce development delivery system and the development of the PY 2025-28 Regional Plan, the LA Basin RPU hosted a series of ten community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

### 1. Opportunities and Challenges for the Workforce Development System:

Questions/topics addressed include, but were not limited to:

- Considering the regional economy and industries that are contributing to growth and prosperity, what opportunities exist to help workers develop necessary skills and otherwise prepare for jobs with current and projected demand?
- What strategies should workforce system agencies employ to better understand generational and evolving needs of workers?
- What are the greatest obstacles for individuals looking to prepare for “good jobs?” Are there strategies that the workforce system could use to minimize or eliminate these obstacles?
- As businesses continue to face recruitment and hiring challenges, are there strategies that the workforce system could implement to lessen these difficulties?
- Other input on workforce development opportunities and challenges.

### 2. The Changing Landscape of Jobs and the Economy:

Questions/topics addressed include, but were not limited to:

- Compared to a decade ago or even more recently, what changes are most prevalent in the regional economy?
- How are changes in local industries and businesses affecting the types and availability of jobs?
- What impact are economic changes having on workers and individuals looking for work?
- What changes do economic trends suggest for workforce development and skills training programs?
- Other input on workforce development opportunities and challenges.

Forums were held as follows:

- October 29, 2024 hosted by SELACO WDB via videoconference.
- October 29, 2024 hosted by Los Angeles County WDB via videoconference.
- October 31, 2024 hosted by South Bay WIB via videoconference.

- October 31, 2024 hosted by Los Angeles County WDB via videoconference.
- November 14, 2024 hosted in-person by Long Beach WIN.
- December 3, 2024 hosted by Verdugo WDB via videoconference.
- December 3, 2024 hosted in-person by Los Angeles County WDB.
- December 4, 2024 hosted in person by Los Angeles City WDB.
- December 12, 2024 hosted by Foothill WDB via videoconference.
- December 12, 2024 hosted by Los Angeles City WDB via videoconference.

The following partners and workforce development system stakeholders were invited to participate in the Los Angeles Basic RPU's forums to support the development of the update to the Regional Plan. The table below summarizes participation.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
x	x	x	x
x	x	x	x
x	x	x	x
x	x	x	x

Attachment 2

**PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE  
PROGRAM YEAR 2025-28 REGIONAL PLAN**

1. From: \_\_\_\_\_  
Date: \_\_\_\_\_  
Comment: \_\_\_\_\_  
\_\_\_\_\_
2. From: \_\_\_\_\_  
Date: \_\_\_\_\_  
Comment: \_\_\_\_\_  
\_\_\_\_\_

## SIGNATURE PAGE

The following signatures represent approval of the Los Angeles Basin Regional Planning Unit's Program Year 2025-28 Regional Plan by the seven workforce development Boards that comprise the region.

For the **City of Los Angeles Workforce Development Board**

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Name, Chairperson	Date
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For the **County of Los Angeles Workforce Development Board**

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Name, Chairperson	Date
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For the **Foothill Workforce Development Board:**

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Name, Chairperson	Date
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For the **Long Beach Workforce Development Board:**

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Name, Chairperson	Date
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For the **South Bay Workforce Investment Board**

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Name, Chairperson	Date
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For the **Southeast Los Angeles County Workforce Development Board:**

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Name, Chairperson Date

For the **Verdugo Workforce Development Board**:

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Name, Chairperson Date