

AdvantAGE LA:

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

DRAFT



CONTENTS

- I. **Acknowledgments**.....
- II. **Executive Summary**
- III. **Methodology**.....
- IV. **Who are Older Workers: Demographics**
- V. **Need for An Older Worker Strategy**.....
 - A. Economic Need for Older Workers
 - B. Why Employers Need Older Workers.....
 - C. Why LA Needs An Older Worker Strategy.....
 - D. Challenges Faced by Older Workers.....
- VI. **Why are Older Workers Working Longer**
- VII. **Best Practices and Model Programs**
- VIII. **Current LA Workforce Programs for Older Workers**.....
- IX. **Current Workforce System Performance**
- X. **LA Labor Market Information**.....
- XI. **Recommendations**.....
 - A. City Goals, Strategies, and Tactics.....
 - B. Implementation Recommendations.....
 - C. Policy Recommendations.....
 - D. Opportunity Industries and Occupations for Older Adults
 - E. Recommendations for Education and Training Providers.....
- XII. **Metrics to Monitor Plan’s Performance**.....
- XIII. **Conclusion**
- XIV. **Appendix**.....

ACKNOWLEDGMENTS

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

Letter from the Mayor

DRAFT

**Letter from Carolyn Hull, General
Manager of the EWDD**

DRAFT



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



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

Dear Angelenos,

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

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

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

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

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

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

Sincerely,

Patricia Pérez and David Crippens

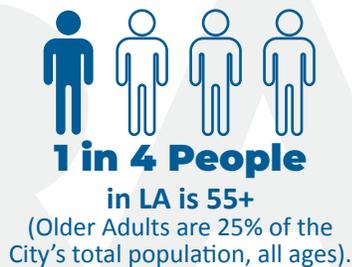
II. EXECUTIVE SUMMARY

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

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

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

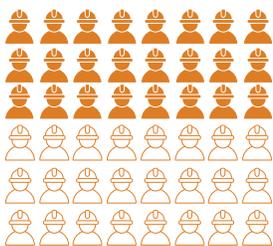
There are almost 1 million Older Adults 55+ in the City of Los Angeles (966,295).²



Need for An Older Worker Plan

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

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



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



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



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

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

Current Workforce System Underserves Older Adults

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

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

Current Challenges in How Workforce Programs Are Provided

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

Gaps in services for Older Workers:

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

Challenges with the types of services provided to Older Workers:

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

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

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

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



Supporting a multigenerational workforce will:



Strengthen the economy.

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



Support Older Workers.

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



Strengthen the City.

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



The Plan

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



Overall Vision

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

Values Employed During the Plan's Creation

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

Goals and Strategies



GOAL 1:

Improve Older Worker access to workforce support and success outcomes



GOAL 2:

Increase the number of age-inclusive employers



GOAL 3:

Establish the City as an age-inclusive employer



GOAL 4:

Improve the responsiveness of the workforce system to Older Adults' needs



GOAL 5:

Provide in-demand training and career advancement pathways



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

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

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



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

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

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





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

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

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



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

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

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



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

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

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

Opportunity Industries for Older Workers

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



**Healthcare and
Social Assistance**



Education



**Hospitality,
Tourism,
and Leisure**



Customer Service

Implementation Recommendations

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

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

“When everyone is responsible, no one is accountable. Aging affects everyone, so we need to bring people together across the City and County who do not usually talk about aging.”

-Patricia Pérez, WDB Board Secretary and State President Emeritus, AARP California

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



III. METHODOLOGY

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

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

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

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

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

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

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

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

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

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

TERMINOLOGY

Definitions

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

Acronyms:

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

“They believed that because of my age I couldn’t do the job.”

-Older Adult survey respondent

IV. WHO ARE OLDER WORKERS

Demographics of Older Workers in Los Angeles⁹

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

In the the City of LA:

1 Million
Older Adults

1 in 3
Adults are +55

1 in 4
People are +55

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

92%
Older Workers
are under 75

Age Distribution in the the City of LA:



679,711

Under 16
18%



469,792

Age 16-24
18%



1,765,243

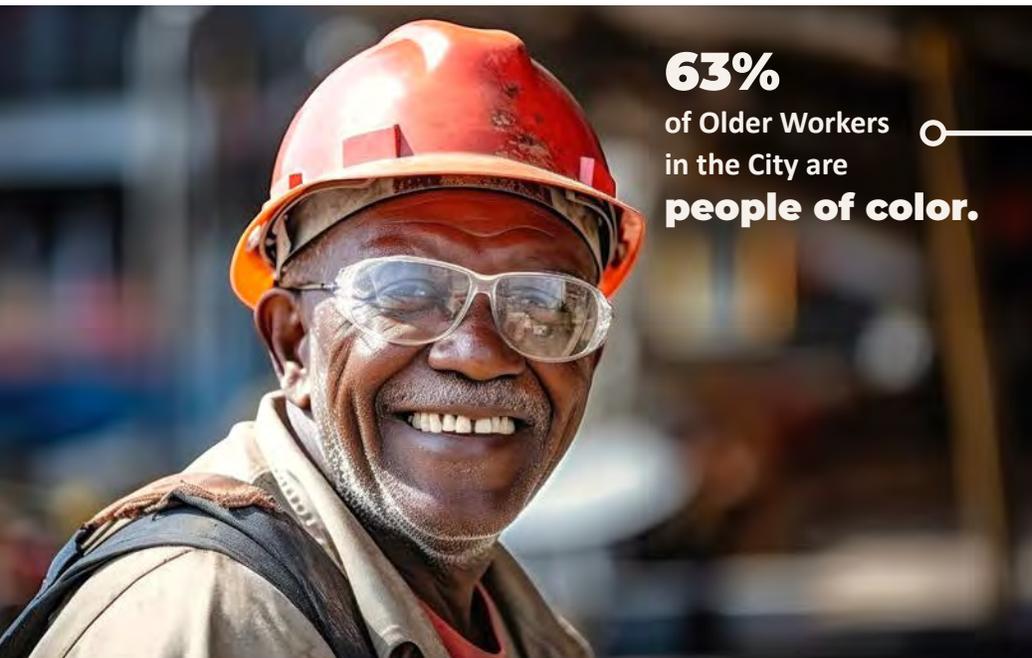
Age 25-54
18%



966,295

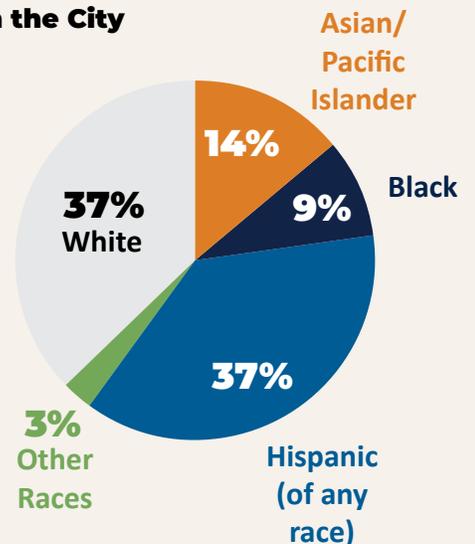
Age 55+
18%

Race and Ethnicity



63%
of Older Workers
in the City are
people of color.

Race of 55+ Workers in the City



Gender¹¹

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



55%

Older Workers are **Men**

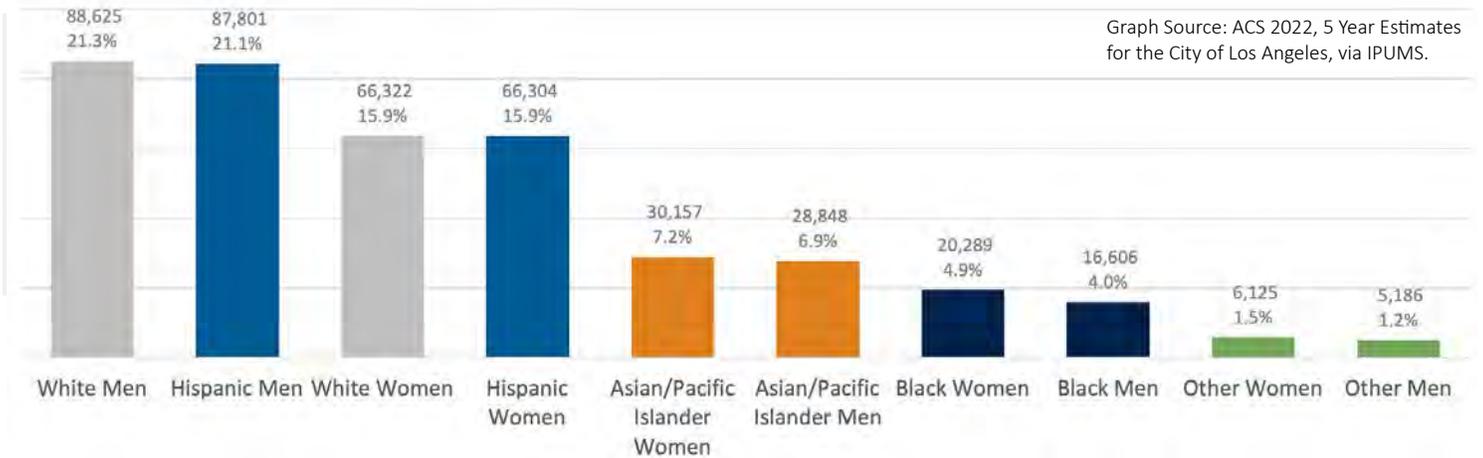


45%

Older Workers are **Women**

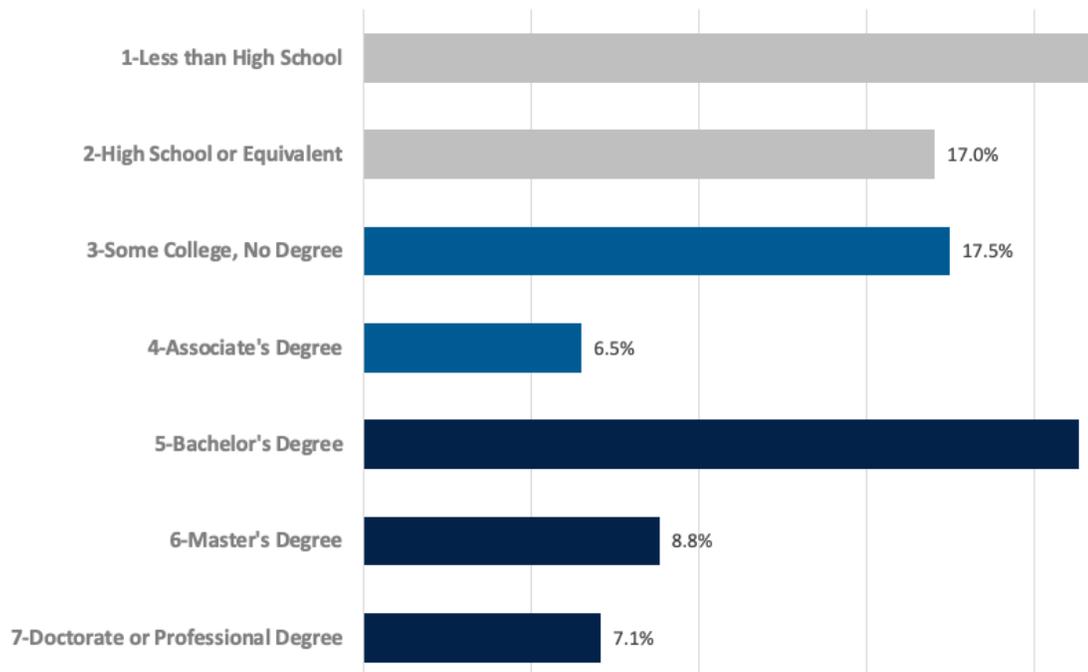
79% of Older Workers are **people of color or women.**

Gender and Race of Older Workers, City of Los Angeles



Education

Older Workers' Level of Education, City of Los Angeles



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

Income and Poverty



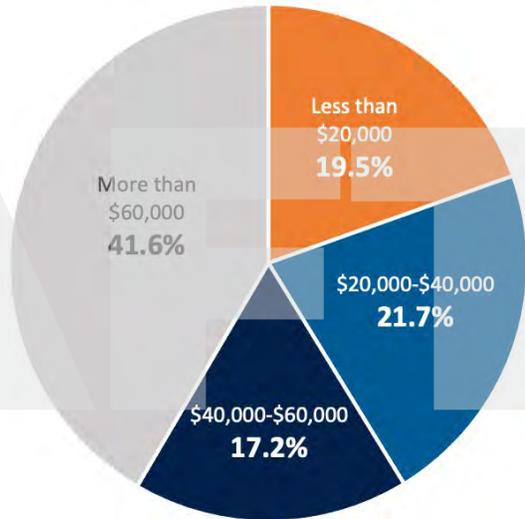
Only 42% of full-time Older Workers in LA City earn a living wage.

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



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

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



Subpopulations

27%

LGBTQ adults
are 50+ years old¹⁶

67%

Veterans are 55+
(48,627 of 73,065 total)¹⁷

38%

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

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

**-Older Adult focus
group participant**



V. NEED FOR AN OLDER WORKER STRATEGY

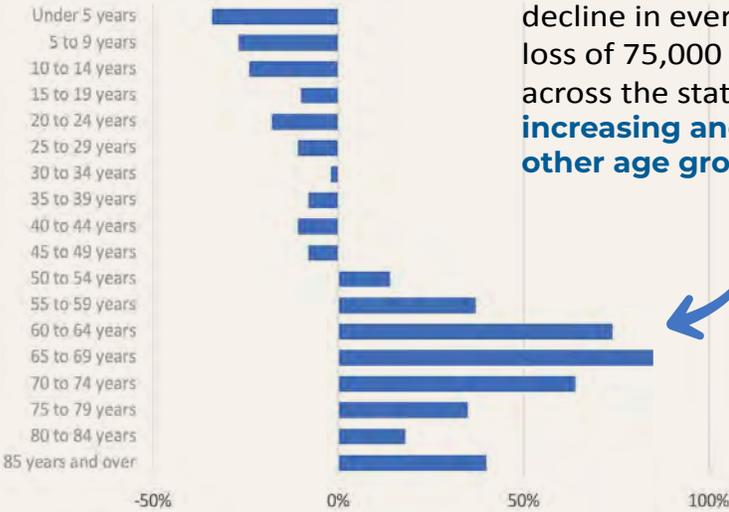
When Older Workers struggle to succeed in the labor market, it negatively impacts the economy, businesses, workers, and the City at large. This section outlines the need for an Older Worker strategy and what the City stands to gain or lose if it does not take action now to support Older Workers. Supporting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

A. ECONOMIC NEED FOR OLDER WORKERS

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

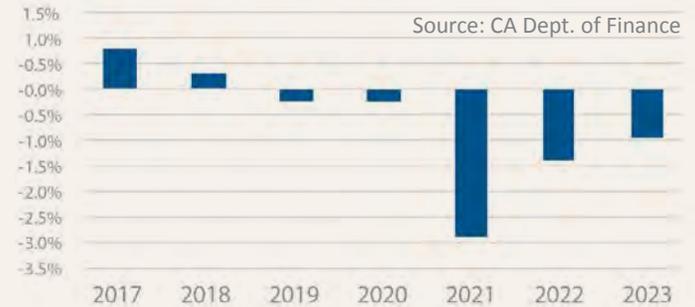
A Rapidly Aging Population

Percent Change in Age Groups Between 2003-2023 in LA County¹⁹



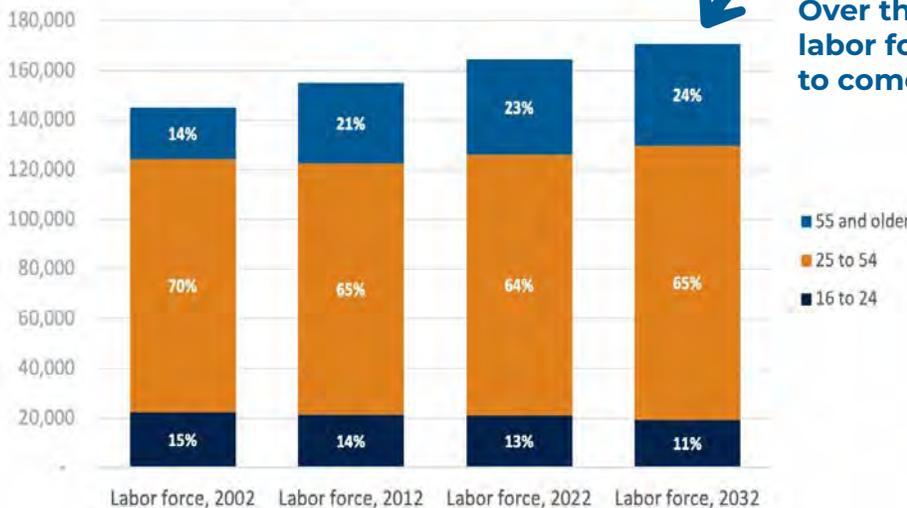
Over the past 5 years, Los Angeles has experienced population decline in every age group under 50, including an unprecedented loss of 75,000 college graduates and high-earning professionals across the state. However, **the number of Older Adults is increasing and is projected to continue growing faster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

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



Source: LA EDC

Age Distribution of US Labor Force

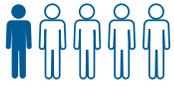
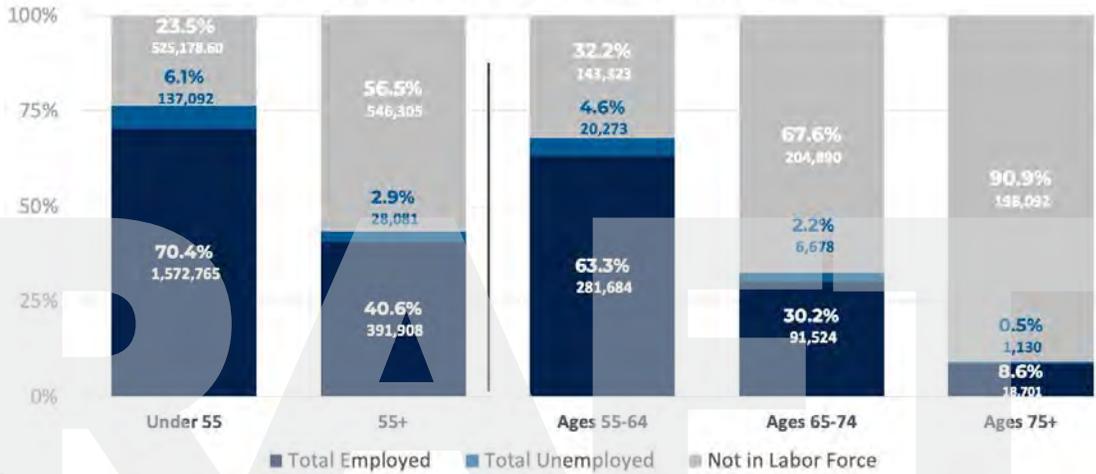


Over the next decade, **42% of labor force growth is projected to come from 55+ workers.**²¹

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

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

Employment among Age Groups, City of Los Angeles



1 in 5 Workers in Los Angeles is 55+

419,990 Older Workers in LA City today²³

Older Adults Are Working Longer and Delaying Retirement

Nationwide, just **45% of 65-year-olds (the traditional retirement age) are retired** compared with 58% in 2000.²⁴ Older Workers are staying in the workforce longer, and fewer Older Workers are transitioning directly from full-time work to full-time retirement. Many workers transition to part-time positions with their current employers or new ones, while others become self-employed.

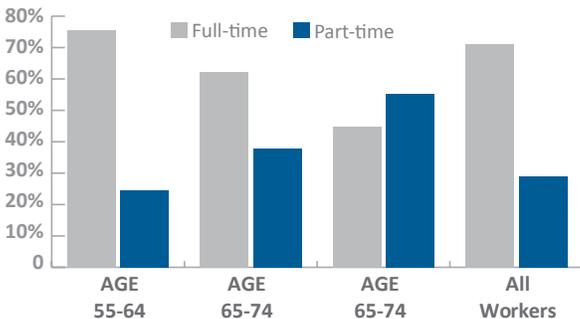
#1 fastest-growing labor force segment nationwide is people beyond traditional retirement age.²⁵

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

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

Older Workers Often Desire Part-Time Work

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



Unemployment



17% of unemployed people in LA are 55+

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

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



Older Adults Are Essential Economic Contributors

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

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

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

B. WHY EMPLOYERS NEED OLDER WORKERS

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



Labor Shortages and Skills Gaps

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

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

Older Workers Can Fill the Gaps

28,081 unemployed Older Workers in LA City.³⁷

64,128 unemployed Older Workers in LA County.³⁸

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

More than half (57%) of Older Adults in LA City are not currently in the labor force.

In LA City, this includes over 140,000 Older Adults under the traditional retirement age of 65. If this group's participation in the labor force were increased to match participation rates among the under 55 population (67.9% versus 76.5%, respectively), it would add more than 38,000 additional workers to LA's workforce.³⁹

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

“We still want to grow and contribute; we just need support and the opportunity.”

-Older Adult focus group participant



STRENGTHS OF HAVING OLDER WORKERS IN THE WORKPLACE

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

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

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

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

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

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

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

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

-Older Adult survey respondent



Meet Maria Sanchez (70)



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

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

C. WHY LA NEEDS AN OLDER WORKER STRATEGY

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



Poverty Disproportionately Impacts Older Adults

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

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

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

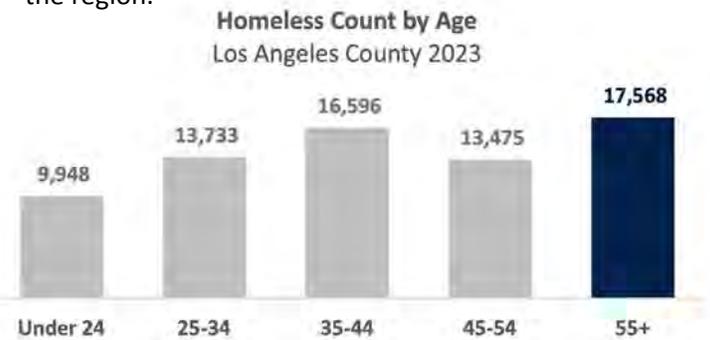
42%, less than half of full-time Older Workers in LA City earn a living wage.⁴⁵



Housing Insecurity

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

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



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

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

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

I will alter this photo to make more contrast for quote...

“We have the experience but don’t get the opportunity.”

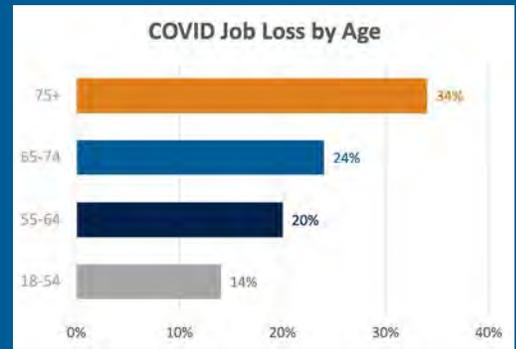
-Older Adult focus group participant



The Pandemic Disproportionately Impacted Older Workers

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

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



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

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

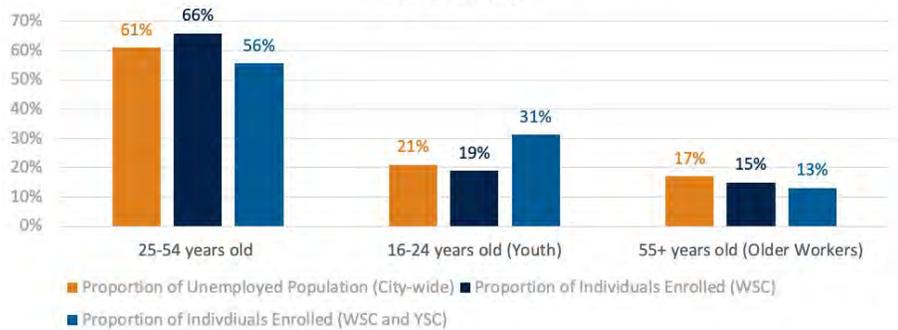
Current Workforce Programs Underserve Older Adults

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

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

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

Proportion of Individuals Unemployed vs. Served by the Public Workforce System, by Age Group



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

- The population of Older Adults who are unemployed in LA County (64,000⁵⁴) outnumbers the population of unemployed Opportunity Youth (45,000⁵⁵)—a key population of focus for current WIOA funds and services.
- The overall population of Older Adults in LA’s labor force is nearly double that of youth.⁵⁶ **Yet youth are currently served at a rate more than double that of Older Workers by local WSCs.**
 - Older Adults **55+ make up 17%** of the City’s unemployed population but constitute **only 13% of WIOA enrollments** across age groups.
 - Comparatively, youth aged **16–24 account for 21%** of the City’s unemployed population but account for **34% of enrollments.**

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

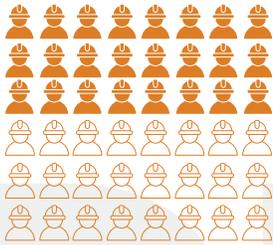
D. CHALLENGES FACED BY OLDER WORKERS

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



Ageism.

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



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



After separations, Older Workers are substantially **less likely to find new work** compared to people under 55.⁶⁰



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



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

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

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

Meet Robert Durham (63)



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

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

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

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



Balancing caregiving responsibilities with work.

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

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



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



Increased health limitations and disabilities.

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

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

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



Skills and knowledge gaps make it challenging to find employment.

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

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



Older Adults are provided with fewer training and advancement opportunities.

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

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



Benefits cliff.

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

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

Understanding the Unique Needs of Older Workers who are WOMEN⁶⁹

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

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

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

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

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

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

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



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

“Seniors are one of LA’s greatest assets! We are a wealth of knowledge. But we are also some of the most vulnerable citizens.”

-Margo,
Older Adult focus
group participant



VI. WHY ARE OLDER WORKERS WORKING LONGER

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

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

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

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

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

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

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

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



VII. BEST PRACTICES AND MODEL PROGRAMS

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

A. BEST PRACTICES AND COMMON PROGRAM MODELS

Best Practices for Designing Workforce Programs for Older Workers

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

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

Common Workforce Development Program Models

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

Program Type	Model Programs
<p>Community Service Programs Many Older Adults want to do meaningful work that gives back to their communities. Community service programs are the most common type of workforce programs for Older Workers; they leverage volunteer work as a reentry point to the workforce. Participants typically work part time with nonprofits or public agencies, receive on-the-job training on how to perform key tasks, and receive a stipend or subsidy in exchange for their work. Many federal leading programs, including SCSEP and AmeriCorps Seniors, that serve Older Workers use this model.</p>	<ul style="list-style-type: none"> • Senior Community Service Employment Program (SCSEP) • AmeriCorps Seniors Programs • CoGenerate Encore Fellowships • AARP Experience Corps
<p>Part-Time Return-to-Work/Bridge Programs These programs enable Older Workers to work part time, usually on short-term, project-based work. Programs are often designed to bring skilled retirees back into their previous industries or workplaces to fill skills gaps. Such programs benefit the employer and worker, as employers save money by not having to employ full-time workers and workers can achieve better work-life balance.</p>	<ul style="list-style-type: none"> • Federal Experienced Service Programs (ESPs) • Senior Environmental Employment Program (EPA-SEE) • NYC Department for the Aging Silver Stars*
<p>Employer Certification Programs These programs focus on employers and workplace conditions and culture rather than on Older Workers themselves. Employers who meet certain criteria receive a seal of recognition or certification indicating they are age-inclusive. These programs engage employers in dismantling discriminatory systems and establish clear age-inclusiveness standards that employers should meet. For example, the CAFE certification includes metrics and guidelines that are tracked every 2 years to hold the entity accountable.</p>	<ul style="list-style-type: none"> • AARP Employer Pledge = 1,000+ employers to date⁸¹ • Age-Friendly Institute’s Certified Age-Friendly Employer Program (CAFE) = 200+ employers to date⁸² <p>In 2023, LA County became the first county to become CAFE certified.⁸³</p>
<p>Upskilling & Reskilling Programs These education programs teach employees new skills or to modernize existing skills to ensure relevance in the workplace. In general, workforce development upskilling programs—regardless of a worker’s age—are often sector specific (i.e., healthcare, manufacturing, IT) and provide opportunities to earn industry-recognized credentials. However, an interesting trend among recent upskilling programs for Older Workers is a focus on general technology and digital literacy skills versus sector-specific skills.</p>	<ul style="list-style-type: none"> • AARP Digital Skills Ready@50+ (in partnership with Google) • Center for Workforce Inclusion Digital Certification Program • Cyber-Seniors Programs • Plus 50 Initiative*
<p>Job Readiness & Job Search Assistance These programs provide tools, support, and resources to prepare Older Adults to find employment, focusing on the general skills necessary to navigate the modern job search and hiring processes. Services may include providing job listings, résumé support, and interview training. Additionally, navigating the online job application processes is a key area of focus for many current programs, since for many Older Workers, many years may have passed since the last time they applied for work.</p>	<ul style="list-style-type: none"> • AARP Back to Work 50+ • New Start Career Network • Mature Edge Job Readiness Program*
<p>On-the-Job Training On-the-job training enables workers to earn while they learn, engaging in hands-on training in the field. Programs often lead to jobs with the company where the training takes place. These options also provide an opportunity to build direct connections with prospective employers and coworkers.</p> <ul style="list-style-type: none"> • Returnships—like internships but for employees returning to the workforce after an extended gap or absence. • Apprenticeships—combine paid on-the-job training with classroom instruction to prepare workers for highly skilled careers.⁸⁴ 	<ul style="list-style-type: none"> • Return Utah • Goldman Sachs Returnship* • Barclays Bolder Apprenticeship* • Examples of leading employers with returnship programs: IBM, Amazon, Microsoft, LinkedIn, PayPal, Oracle, Apple, Wells Fargo, Grubhub

Trends and Opportunities for Improvement in Existing Programs

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

- A number of programs and initiatives have been developed over the years by public entities, nonprofits, and employers to better serve Older Workers. Unfortunately, **many of these programs have been grant-funded and thus have not been sustained or scaled.**
- **While many programs serve Older Workers, few are specifically targeted or designed for them,** highlighting a need for more specialized programs for Older Workers—including those who are unemployed, those who may be trapped in cycles of low-wage employment, and those who need training so they may advance.⁸⁵
- **Most Older Adult workforce development programs target retirees, the unemployed, and others who are not currently working.**
- **Few programs are dedicated to promoting upward mobility for Older Workers who are currently working low-wage jobs.** This represents an urgent equity challenge, as women and people of color are overrepresented among the low-wage workforce.⁸⁶
- **On-the-job training programs designed specifically for Older Workers, such as returnships and apprenticeships, remain largely unexplored.** In fact, data from the U.S. Department of Labor’s Registered Apprenticeship Sponsor Information Database (RAPIDS) shows that only 3.3% of all apprentices in nationally registered programs between 2008 and 2019 were age 50 or older.⁸⁷
- **Most programs that do exist have not been rigorously monitored or evaluated over time,** limiting the understanding of what works. In a report as recent as 2022, even SCSEP, the largest federally funded workforce program for Older Workers, is said not to have been rigorously evaluated.⁸⁸
- **Employers are missing out on opportunities to collaborate** with public, nonprofit, and education systems to bolster program and policy efforts. Most employers do not tap into the community college system, workforce development system, or other existing programs for training support.⁸⁹

Case Studies and Model Programs



Case Study: **Silver Stars (New York)**^{90,91}

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



Case Study: **Age Smart Employer Awards (New York)**^{93,94}

The Age Smart Employer Awards program was active from 2012 to 2018 and recognized employers, including small businesses, that were leading the way in engaging and retaining Older Workers. The program was created by Columbia University’s Mailman School of Public Health and funded by the Alfred P. Sloan Foundation. The key goals of the program were to combat age discrimination by elevating age-inclusive practices and providing support resources for local employers who were interested in hiring Older Workers. Employers applied for the awards program via an online application, and four to six employers were recognized during an annual awards ceremony.⁹⁵

Case Studies and Model Programs



Case Study: **Plus 50 Initiative (National)**⁹⁶

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



Case Study: **Mature Edge Job Readiness Program (Sacramento)**⁹⁷

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



Employer Spotlight: **Goldman Sachs Returnship Program**⁹⁸

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



Employer Spotlight: **Barclays Bolder Apprenticeship (UK)**^{99,100}

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

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

-Focus group participant

Best Practices for Employers

Hiring, Retaining, & Advancing Older Workers

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



1. Flexible Work Arrangements



2. Phased Retirement Options



3. Opportunities for Lifelong Learning



4. Access to and Preservation of Benefits



5. Intergenerational Opportunities



6. Support for Caregivers



7. Health and Wellness Programs



8. Career Planning Guidance and Support



9. Promote Age-inclusion as a DEI Goal



10. Age-Inclusive Recruitment & Hiring Practices



11. Physical Space Improvements and Other Disability Accommodations

“Don’t be scared to take a chance on a person who is already well trained, educated, and has life experience. We can help make your company great.”

-Older Adult survey respondent





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



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



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

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



Employer Spotlight:
CVS Snowbird Program

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



Employer Spotlight:
Marriott Flex Options^{107, 108}

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



Employer Spotlight:
NASA¹⁰⁹

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



Employer Spotlight:
Scripps Health¹¹⁰

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



4. Access to and Preservation of

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



5. Intergenerational Opportunities.

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



6. Support for Caregivers.

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



7. Health and Wellness Programs.

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



8. Career Planning Guidance and

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



Employer Spotlight:

L'Oréal

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



Employer Spotlight:

Johns Hopkins

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



Employer Spotlight:

BMW (Germany)

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



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

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



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

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



11. Physical Space Improvements and Other Disability Accommodations.

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

Job Search Boards for Older Workers

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



VIII. CURRENT LA WORKFORCE PROGRAMS FOR OLDER WORKERS

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

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

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

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

Existing LA Programs that Support Older Workers

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

City of LA Workforce Programs

EWDD

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

City of Los Angeles Department of Aging (DOA)

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

LA City Personnel Department

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

Los Angeles Public Library (LAPL)

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

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

Workforce Programs in the LA County Region

LA County Aging and Disabilities Department (AD)

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

Department of Rehabilitation (DOR)

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

LA County Department of Economic Opportunity (DEO)

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

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

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

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

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

Los Angeles Community College District (LACCD)

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

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

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

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

Numbers Served

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

Model Cogenerational Programs in Los Angeles

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

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

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

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

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

Los Angeles LGBT Center Culinary Arts Training Program

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

Model Upskilling Programs for Older Workers in Los Angeles

Upskilling Academy for Construction Workers

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

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

IX. CURRENT WORKFORCE SYSTEM PERFORMANCE

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

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

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

A. CHALLENGES WITH HOW EWDD WORKFORCE PROGRAMS ARE PROVIDED

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

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

“I’m not particularly aware of any City programs or departments for Seniors. It would be OUTSTANDING for the City/State to make more of us informed!”

-Older Adult survey respondent

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

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

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

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

WIOA metrics focus on placing people into full-time employment (FTE) versus flexible, part-time options.

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

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

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

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

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

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

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

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

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

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

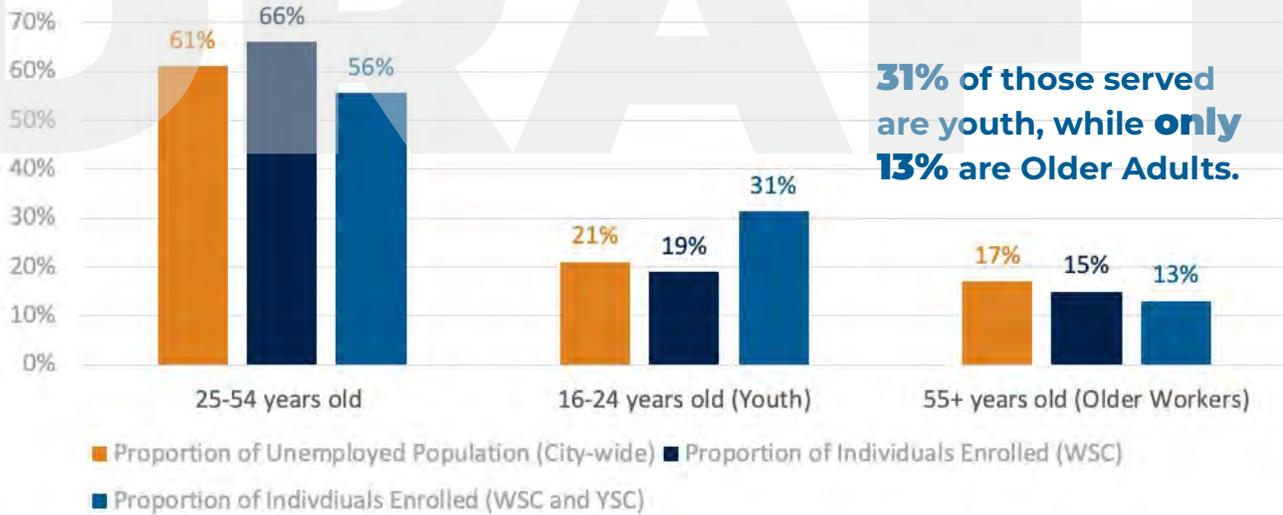
Workforce services are not accessible or are difficult to access due to digital access, transportation, or knowledge gaps.

B. WHO ARE WORKSOURCE CENTERS SERVING

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

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

Proportion of Individuals Unemployed vs. Served by the Public Workforce System, by Age Group



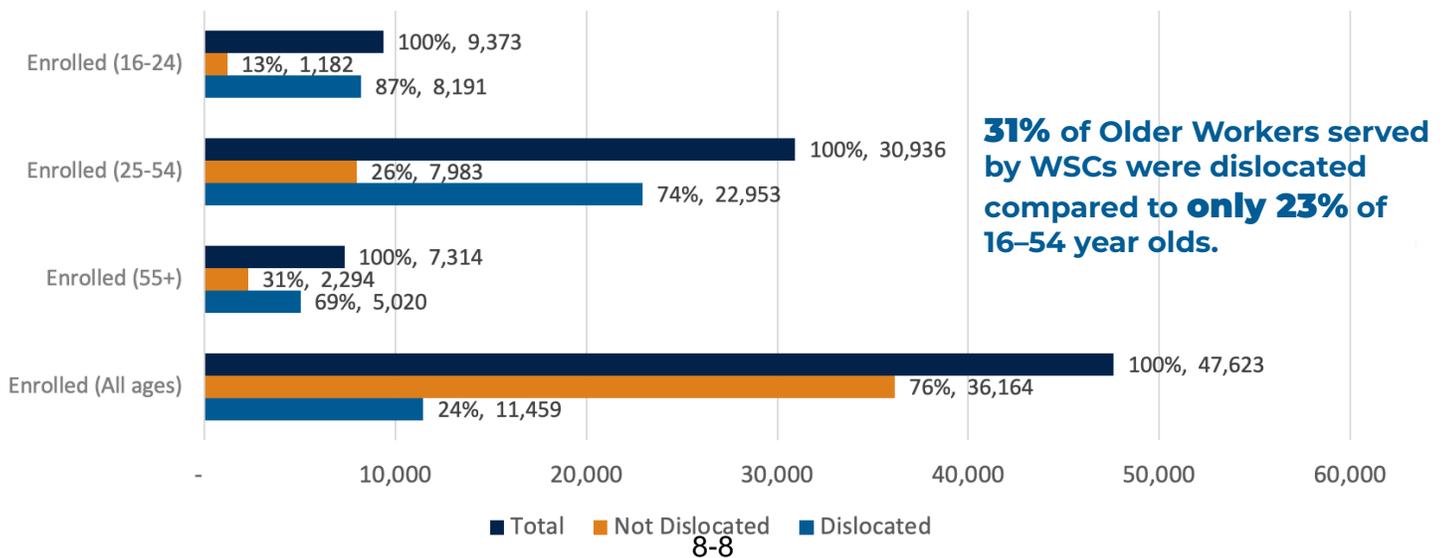
Enrollment in LA City Workforce Services (2021-2023)¹³¹

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

Dislocated Workers

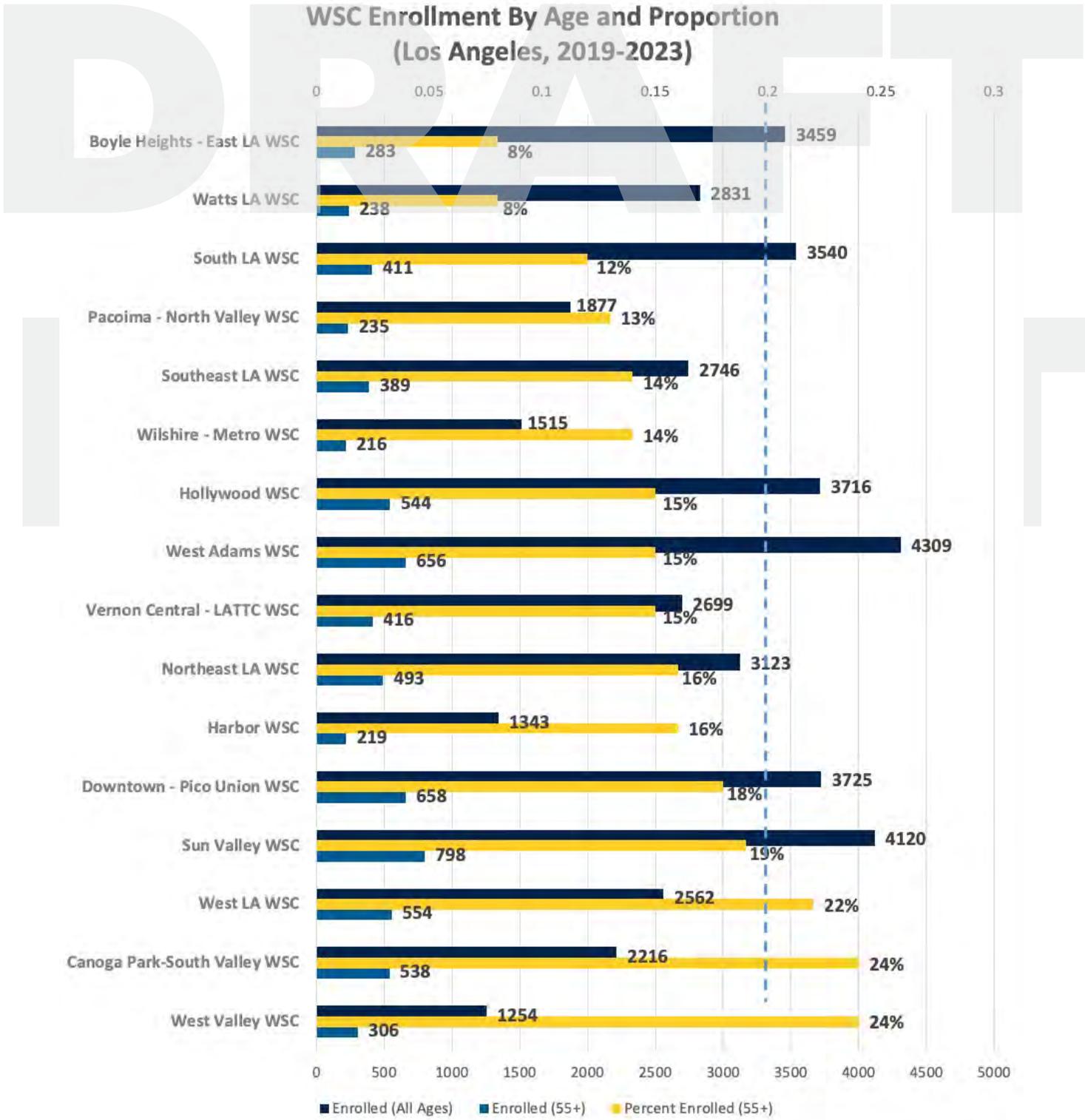
Older Adults are much more likely to be dislocated than workers under 55.

Ages of Dislocated Workers Served at WSC (2019-2023)



Older Worker Enrollment by Service Provider

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



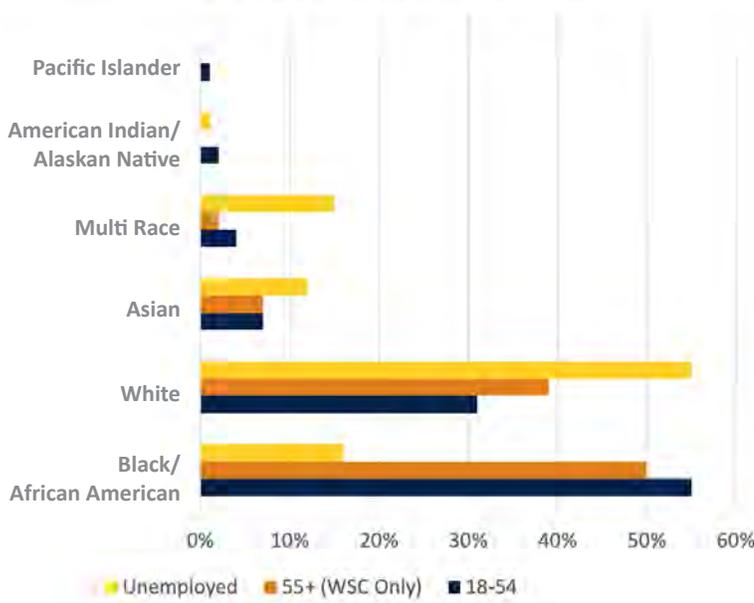
Demographics in WIOA and WSC Enrollment Compared to City Population

Race and Ethnicity

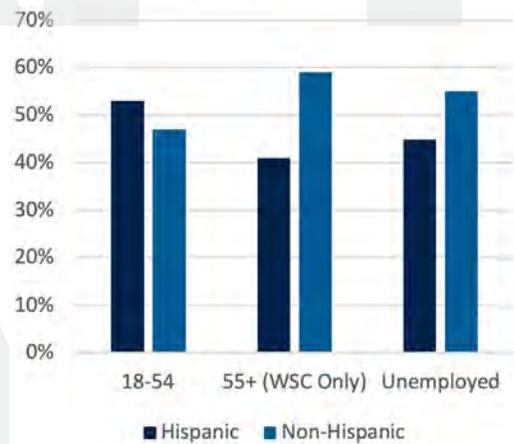
In 2023, Black residents in LA City made up 16% of the unemployed and 9% of the population but had the largest number of enrollments in WIOA programs (regardless of age or program considered). Meanwhile, Asian residents represented 12% of the unemployed and 16% of the total population but only 7% of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

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

Race (WSC Enrollent and Unemployment Compared to City Unemployment Demographics)



Ethnicity



Meet Margo Wright (67)



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

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

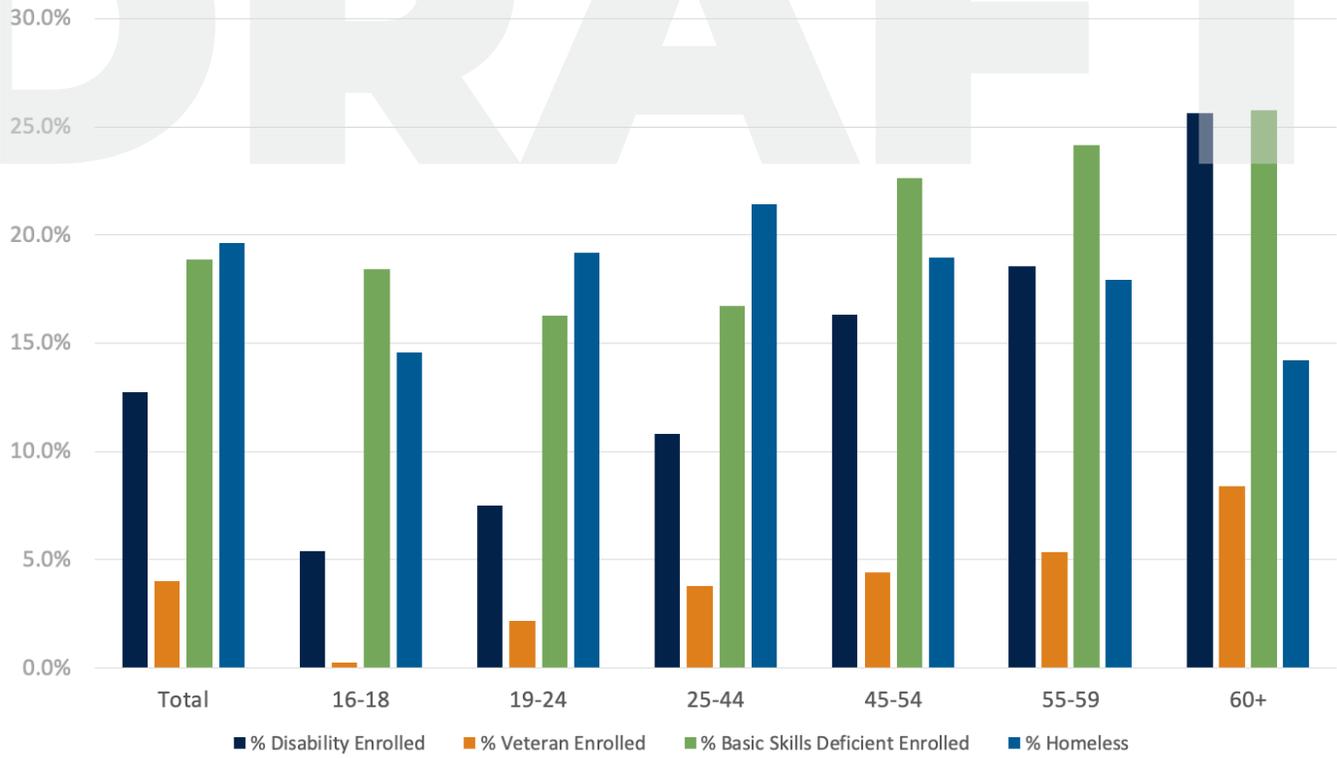
“Never let people tell you that you are too old. Age is a state of mind.”

Special Populations

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

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

Special Populations by Age (2019-2023)



Gender

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

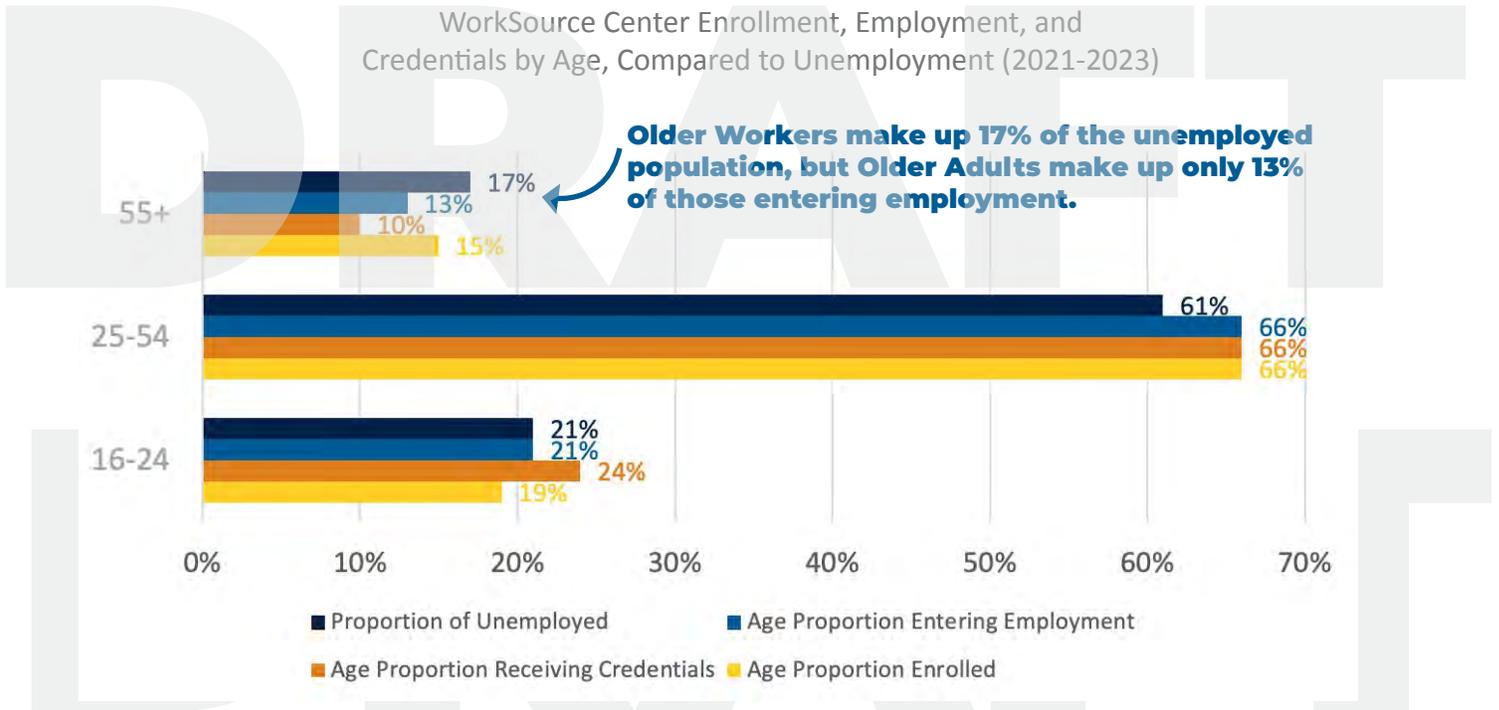
This is especially interesting given that women live longer than men and often face higher income disparities than men. There is also a higher percent of skill deficiency in female versus male enrollees across all age groups. The gap, however, increases as people age, creating a difference of 6% for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

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

-Marvin Thornton
Older Adult focus
group participant

C. OLDER WORKER CLIENT OUTCOMES

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



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

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

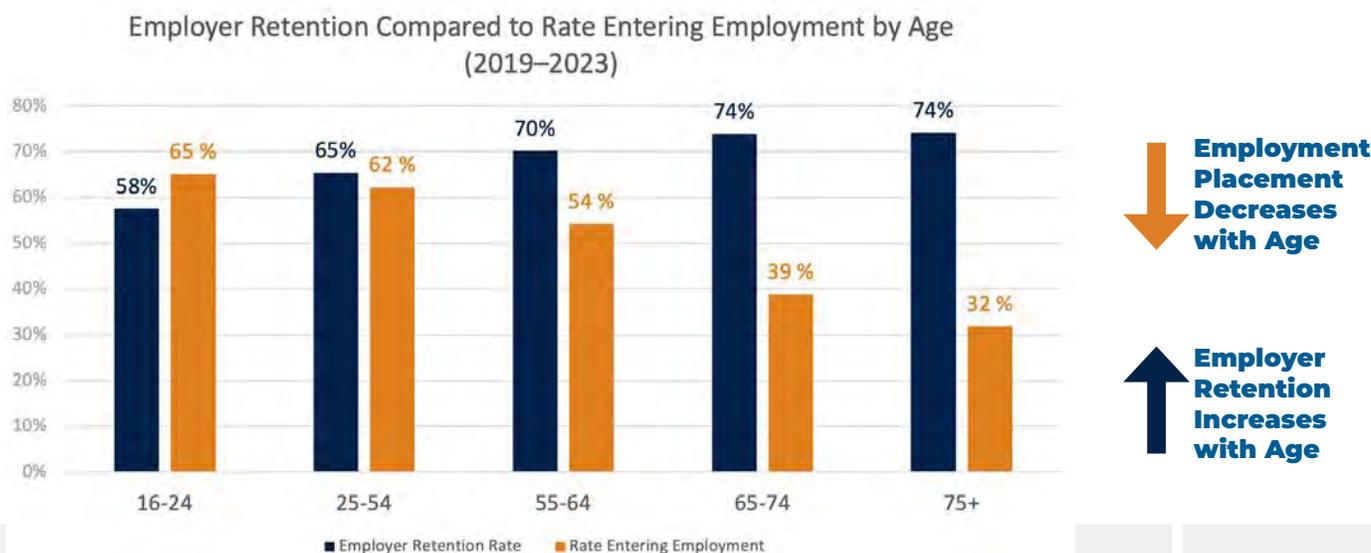
Lower participation rates in earn-and-learn opportunities. Training-related employment is lowest for older individuals coming out of WSCs, particularly for those between the ages of 55 and 59. ETP programs of study were less diverse for older populations. Community college certificates and employment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

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

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

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

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



Meet Marvin Thornton (60)



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

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

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

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

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

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

X. LABOR MARKET INFORMATION

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

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

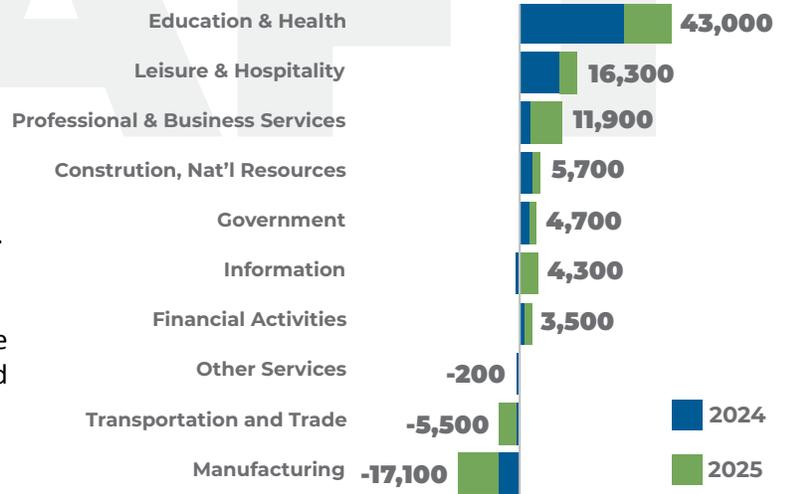
LEADING INDUSTRIES AND OCCUPATIONS IN LA COUNTY

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

Industries Employing Older Workers in LA County

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

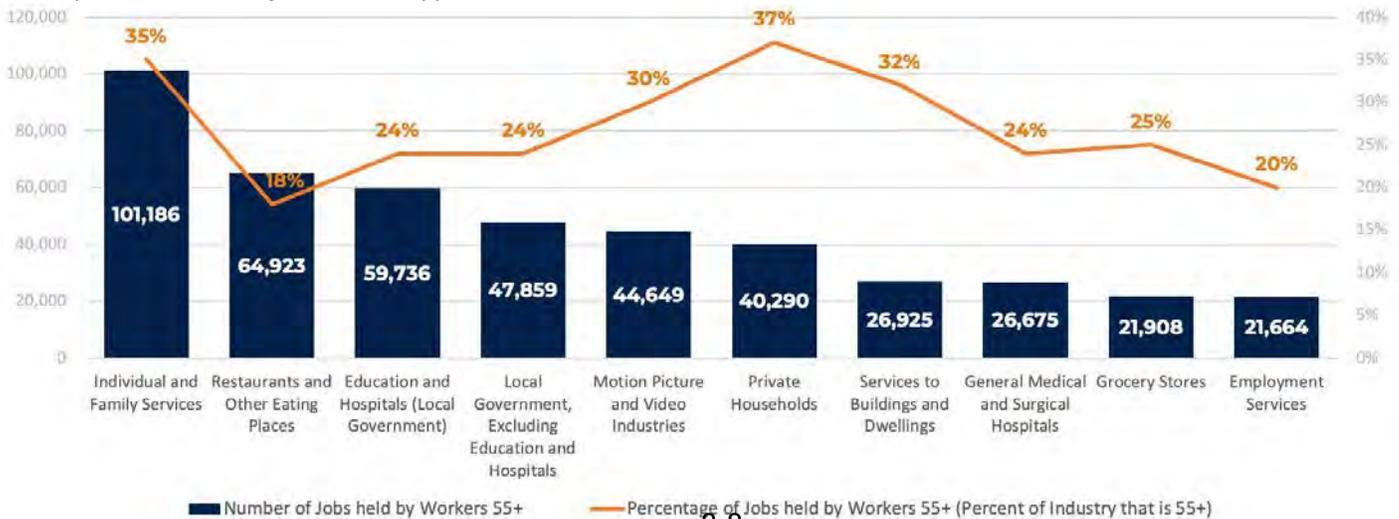
2023 to 2025 LA County Employment Growth by Industry



Source: LA EDC

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

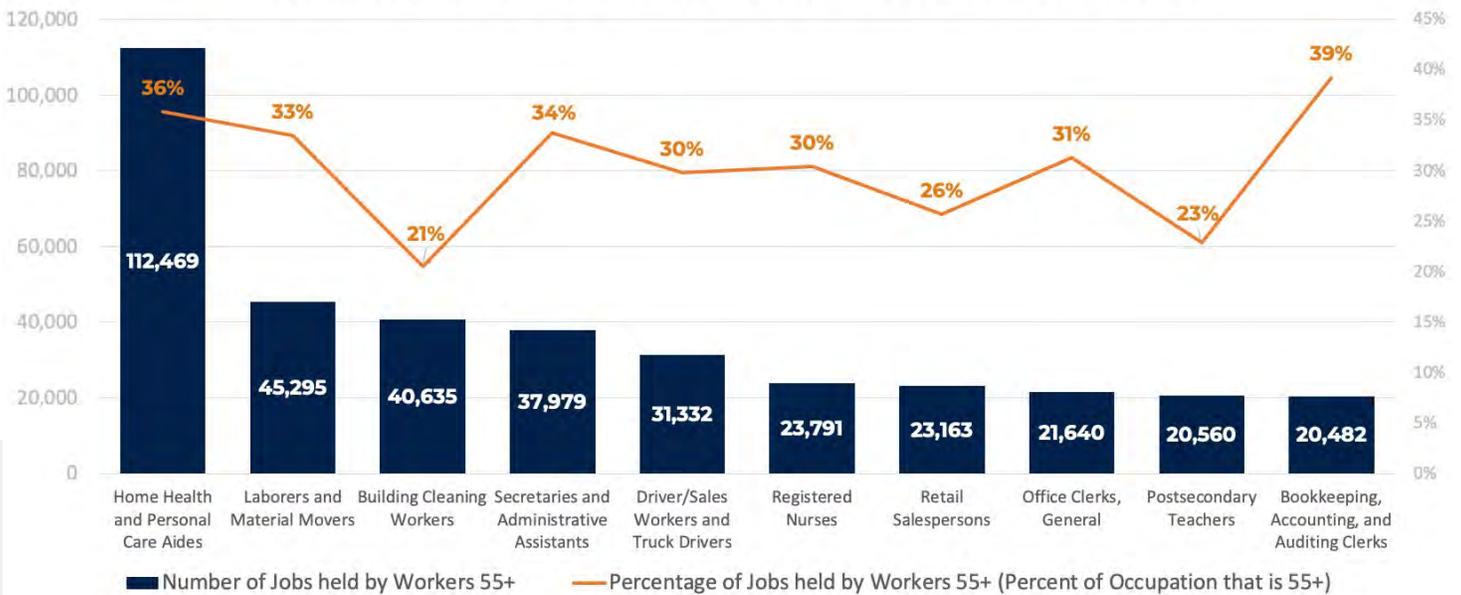
A complete table can be found in the Appendix.



Occupations Employing Older Workers in LA County

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

Top 10 Occupations held by Older Workers (55+), Los Angeles County 2023



Skill Alignment and Transfer

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

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

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

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

XI. RECOMMENDATIONS



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

– Michael Murray, AARP CA Director, Business Integration.

XI. RECOMMENDATIONS

Overall Vision

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

A. City Goals, Strategies, and Tactics



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

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



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

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



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

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



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

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



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

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



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

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



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

STRATEGIES	TACTICS	YEAR	LEAD PARTNERS
A. Develop an outreach and marketing campaign to increase employers' awareness of the aging labor force, help them recognize the value of Older Workers, and create age-inclusive workplaces.	1. Lead by actively seeking opportunities to market the City as an age-inclusive employer.	Y1	EWDD, Mayor's Office, WDB, AARP, LA Regional Chamber, LA County WDB
	2. Provide training and resources to employers and employer associations about how to be age inclusive. <ul style="list-style-type: none"> a. Partner with AARP to pilot their age-inclusive training with employers in LA. b. Collaborate with Chambers to provide resources and training to their members. 	Y1	
	3. Urge employers to pledge to be age-inclusive employers by signing the AARP Employer Pledge that publicly affirms an employer's commitment to building an age-inclusive workforce.	Y1	
	4. Urge employers to become CAFE certified by the Age-Friendly Institute.	Y1	
	5. Develop employer champions who can share success.	Y3	
	6. Create Workforce and Equity Awards for employers who support special pop. initiatives.	Y3	
B. Establish formal partnerships with employers and industries who commit to hiring Older Workers.	1. Curate a list of employers willing to hire part-time employees and connect them to WSCs.	Y1	EWDD, Mayor's Office, LA28, DEO
	2. Identify cogenerational opportunities for employment in the upcoming Olympics and large regional events such as the World Cup. <ul style="list-style-type: none"> a. Partner with LA sports teams, event venues, and the Olympic Planning Committee to provide opportunities to Older Adults as event ushers, attendants, or other positions. 	Y2	
	3. Urge large regional employers to establish and implement Older Worker hiring targets alongside their existing diversity hiring requirements.	Y3	
C. Connect WSCs, AJCCs, and workforce services providers to age-inclusive employers.	1. Engage independent small businesses and diverse-owned businesses to connect with the workforce system and serve as placement sites for Older Workers (use ETP funds to provide training).	Y2	EWDD, BCA, CAO Procurement
	2. Plan reverse hiring fairs where employers who want to hire Older Workers attend and interview on the spot.	Y2	



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

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





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

STRATEGIES	TACTICS	YEAR	LEAD PARTNERS
A. Build staff capacity to serve Older Adults.	1. Develop and provide staff training across the workforce system by collaborating with DOA, LA County Aging, and their Older Adult systems of care to ensure consistency of approach.	☆Y1	DOA, LA County Aging
	2. Train case managers and direct service staff on how to best serve Older Adults. Train staff to: <ol style="list-style-type: none"> Understand WIOA placement outcome metrics that allow for part-time placement. Navigate the benefits cliff, disability, and retirement-benefits limitations. Understand new work authorization policies and not turn away Older Adults without work authorization. 	☆Y1	
	3. Make training readily accessible to education and training partners and other workforce entities.	Y2	
B. Provide culturally competent services for Older Workers.	1. Develop a 55+ Peer Navigator Program that trains Older Adults to serve as Business Service Specialists specifically for the 55+ population at WSCs. Peer navigators should be trained in the SCSEP, OWEP, and WIOA programs and help clients enroll in programs, apply for benefits, and connect with employers. Positions should be 50% time.	○Y1	EWDD, DOA
	2. Intentionally center and address the needs of diverse populations (e.g., housing insecure, women, immigrants, and English language learners).	Y2	
	3. Provide on-site multilingual services and access to on-demand translation.	Y2	
C. Develop and implement clear layoff aversion (rapid response) protocols, processes, and supports to respond to the needs of Older Adults who experience layoffs.	1. Proactively identify businesses at risk of layoffs and educate them about EDD’s new Work Sharing Program, paid leave, and upskilling support so they can retain older employees.	Y1	EWDD, DEO
	2. Proactively connect laid off employees to Older Adult housing, relevant Older Adult benefits, and other wraparound supports.	Y2	
D. Help Older Workers apply for every available benefit and provide wraparound supports.	1. Ensure WSCs are directly connected to services such as transportation, caretaking supports, mental health, healthcare, housing, food assistance via CalFresh, disability, mobility/modality supports, and addiction.	Y1	LAHSA, DMH, EWDD, DOA, DOD, LA County DPSS, CIFD
	2. Include benefits assessment questions during program enrollment and help Older Adults identify all benefits they may be eligible for.	☆Y1	
	3. Develop and expand co-location agreements between WSCs and social services that support Older Adults.	Y2	

☆ = Year 1 Priority ○ = Partnership is Already Prepared to Implement



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

STRATEGIES	TACTICS	YEAR	LEAD PARTNERS
A. Develop earn-and-learn opportunities in high-need industries and market them to Older Workers.	<ol style="list-style-type: none"> Expand the Mayor's Office Early Childhood Education Advancement program to include Older Adult trainees. Partner with social enterprises to expand opportunities for Older Workers in hospitality. Launch industry-specific Older Adult apprenticeship programs in high-demand occupations such as early childhood education, healthcare, home healthcare aide, and hospitality. 	Y1 Y2 Y3	LARC, LAREEC, LACCD
B. Develop programs and referrals to programs that teach Older Adults how to enter the gig economy and become solopreneurs.	<ol style="list-style-type: none"> Partner with the Small Business Association (SBA), SBDCs, and the LA County Office of Small Business to identify entrepreneurship resources and training for Older Adults who have skills that can be leveraged as self-employment. (Ensure that programs are marketed to people regardless of immigration status because entrepreneurship is accessible to undocumented workers.) Develop and provide Older Workers with a list of gig-economy opportunities that Angelenos can access such as Angie's list, Uber, and Lyft. Identify opportunities for Older Adults to pass on trade knowledge as trainers (e.g., CTE teachers). 	Y2 Y1 Y2	EWDD, LA County OSB, LACCD, DACE
C. Provide incumbent worker trainings for Older Workers to help them adapt to technological advancements and stay relevant in the rapidly evolving job market.	<ol style="list-style-type: none"> Develop partnerships to provide ongoing, high-quality, and short-term computer basics training across the City in accessible locations such as WSC computer labs, housing sites, libraries, and parks. <ol style="list-style-type: none"> Partner with HACLA to expand existing computer programming for Older Adult residents. Seek funding sources for DACE Computer Literacy courses outside ETP constraints, aiming for efficient integration of digital skills into career pathways without extending credential timelines. Increase the proportion of ETP funding spent on Older Workers to match the proportion of Older Adults who are unemployed from 10% to 17%. Develop targeted efforts in the identified opportunity industries. Partner with Indeed.com to provide a recurring Indeed job search 101 training for job seekers virtually and at WSCs, libraries, and housing sites. Market and expand in-language upskilling/training options (for credit and certification) to increase accessibility of training and upskilling to those who do not speak English. 	Y2 Y1 Y2 Y2 Y1	EWDD, LAPL, HACLA, RAP, DACE
D. Collaborate with LARC and LARAEC to prioritize the training, upskilling, and reskilling of Older Workers.	<ol style="list-style-type: none"> Market existing short-term training programs that provide flexible schedules to Older Adults. Partner with LARC and Workforce Innovation Labs to market their existing quick entry-exit certificate program to Older Adults. The ~1–2 semester program provides career pathways into fashion, hospitality, tourism, retail, and culinary. Include Older Adult students in the LAEREC ELL Health Pathways Grant that provides career training in pathways such as phlebotomy and CNA (3-year program that ends in 2025–26). <ol style="list-style-type: none"> Advocate to have home healthcare aide added to the grant given the regional demand. Develop new fee-based, short-term vocational education courses in in-demand industries in collaboration with local employers through extension programs. Develop targeted investment carve outs for Older Workers in certain regional workforce dollars. 	Y1 Y1 Y2 Y2 Y2	LARC, LARAEC
E. Connect training programs directly to employers for direct placement to combat ageism in the interview process.	<ol style="list-style-type: none"> Support the community colleges in developing a plan to contract with employers and create employer agreements to spend millions in Learning-Aligned Employment Program (LAEP) funding that can be used to pay for 50–100% of student-employment placement. Map existing funding that can pay for student training, placement, and salaries and ensure that CC staff and workforce staff understand the parameters for spending such funds (e.g., ETP, SCSEP, LAEP). 	Y1 Y2	Mayor's Office, LACCD, EWDD, DEO

8:8 = Year 1 Priority ○ = Partnership is Already Prepared to Implement

B. IMPLEMENTATION RECOMMENDATIONS

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

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

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

Responsibilities of the collaborative should include:

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

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

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

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

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

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

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

C. POLICY RECOMMENDATIONS

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

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

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

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

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

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

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

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

-Focus group participant

D. OPPORTUNITY INDUSTRIES AND OCCUPATIONS FOR OLDER ADULTS

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

Opportunity Industries for Older Workers



Healthcare and Social Assistance



Education



Hospitality, Tourism, and Leisure



Customer Service

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

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

“Technology competence is not a function of age but a function of use and familiarity regardless of Age!”

-Dr. Ruth Finkelstein



Healthcare and Social Assistance

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

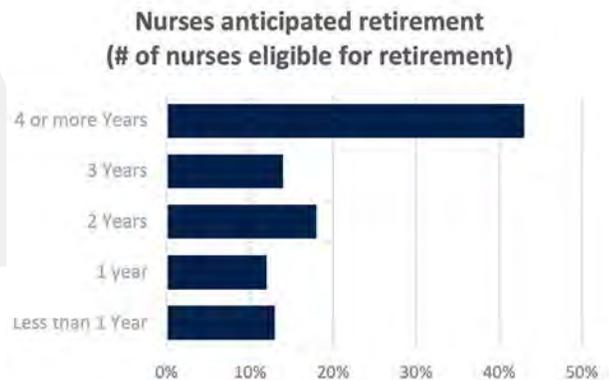
The healthcare industry across the United States and within California has a number of positions that are already facing labor and skills shortages; these shortages will grow as the workforce retires.¹⁴² There are many workers that already work in social services, indicating that these jobs are more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

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

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

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

A survey of over 800,000 registered nurses in the United States in 2023¹⁴⁶ found that 21% were between 59 and 77 years old, and 37% were between 43 and 58 years old. Out of a survey of over 18,000 nurses, 17% said they were eligible to retire, and of those, about one quarter planned to do so in 1 year or less. A full 57% of those eligible to retire plan to do so in 3 years or less.



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

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

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



Education

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

Teachers. The median retirement age for California State Teachers’ Retirement System (CalSTRS) members was 62.9 years of age after 25 years of teaching, with a monthly pension of \$4,475.¹⁴⁹ CalSTRS requires a 6-month separation of service for retiring teachers, but after that period, it is not unusual for former teachers to return as part-time substitute teachers.¹⁵⁰

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

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

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

Meet Wade Cook (Older Worker)



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

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

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



Hospitality, Tourism and Leisure, and Customer Service

From 2022 to 2028, employment in leisure and hospitality is projected to grow 16%, and it will contribute 16,300 new jobs to the LA County economy by 2025.¹⁵¹ Additionally, due to labor shortages and insufficient retirement savings, many positions that have historically been held by teenagers and younger workers in the United States are being picked up by older individuals, especially where hourly wages are increasing. With an increasingly large share of the 55+ workforce, customer service and hospitality employers will need to pull from an older workforce. These jobs are usually flexible in nature and focus on certain soft people skills that Older Adults are often credited with.

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

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

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

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

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

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



E. RECOMMENDATIONS FOR EDUCATION AND TRAINING PROVIDERS

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

In the 2022–2023 academic year:

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

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

8.6% of LAUSD DACE
enrollments were 55+.¹⁵⁵

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

Provide culturally competent services for Older Workers.

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

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

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

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

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

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

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

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

RECOMMENDATIONS FOR UNDOCUMENTED OLDER ADULTS

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

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

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

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

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

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

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

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

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

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



XII. METRICS TO MONITOR PLAN'S PERFORMANCE

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

Metrics to track to show overall regional progress:

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

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

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

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

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

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

XIII. CONCLUSION

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



XIV. APPENDIX

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



APPENDIX: ACKNOWLEDGEMENTS

Thank you to all of the people who contributed to the creation of this plan!

Interviewees

1. Aaron Saenz, Specialist, Workforce Development Partnerships, Los Angeles Unified School District Division of Adult and Career Education
2. Abhi Satyavarapu, Age-Friendly Institute
3. Afton Branche-Wilson, Director of Policy, Chrysalis
4. Alicia Ramirez, Principal Librarian, Department of Lifelong Learning/Engagement and Learning, Los Angeles Public Library
5. Anabel Barragan, Construction Relations, Los Angeles World Airports
6. Angi Brzycki, Los Angeles Public Library
7. Armando Loza, LA County Federation of Labor, Miguel Contreras Foundation
8. Atalaya Sergi, Director, AmeriCorps Seniors
9. Bobby Olwell, Job Readiness Program Coordinator, Sacramento Agency on Aging Area 4
10. Brad Lee, Koreatown Senior and Community Center
11. Cheren Kochen, Department of Economic Opportunity
12. Christina Hernandez, Mayor's Office of Economic Opportunity
13. Christopher Chen, Department of Aging
14. Dandy Beltran, Department of Aging
15. Daniel Kim, Department of Aging
16. Diana Barajas, Program Monitor, Community Investment for Families Department
17. Dillon Martin, Employment Coordinator, Senior Services, Los Angeles LGBT Center
18. Eva Mitnick, Los Angeles Public Library
19. Fred Jackson, Economic Development Division for the City of Los Angeles
20. Gerry Walker, Associate Director of Participant Engagement and Equity, LA LGBT Center
21. Dr. Guillermo Gonzales, NYU, Center of Aging and Health Innovation (CHAI)
22. Hyepin Im, Faith and Community Empowerment
23. Jaime Pacheco, Department of Aging
24. James Finney-Conlon, Senior Public Policy Manager, Los Angeles Area Chamber of Commerce
25. Jenai Wall, Korean Welfare Organizations of America Inc.
26. Jennifer Thomas-Arthurs, Housing Authority of Los Angeles
27. Dr. Jim Lancaster, Vice Chancellor of Workforce Development, Los Angeles Community College District
28. Kelly King, Executive Director, Foundation for the Los Angeles Community Colleges
29. Kim Gusman, President/CEO, California Employers Association
30. Dr. Laura Trejo, Executive Director, LA County Aging and Disabilities Department (Purposeful Aging LA)
31. Madeleine Ildefonso, Los Angeles Public Library, Office of Civics and Community Service (OCCS)
32. Madeline Pena, Principal Librarian, Community Engagement and Outreach
33. Maria Turrubiartes, Regional Director, California Department of Rehabilitation
34. Martha Deevy, Director of Center of Longevity, Stanford Center of Longevity
35. Melody Correia, Director of Business Development, California Employers Association
36. Michael Graff-Weisner, Vice President, Strategy and External Relations, Chrysalis
37. Michael Murray, Strategic and Business Operations Director, AARP California
38. Monica Schaeffer, Employer Outreach Manager, Age-Friendly Institute
39. Morgan Sutton, Manager, Homelessness Initiatives (Older Adults), Community Impact, United Way of Greater LA
40. Nam Kim, Korean Welfare Organizations of America Inc.
41. Nancy McPherson, State Director, AARP California
42. Nancy Vasquez, Program Administrator, Sacramento Agency On Aging Area 4
43. Nick Panepinto, Director of Culinary Arts Program, Los Angeles LGBT Center

44. Patricia Pérez, CEO, VPE Communications, Vice Chair of Economic and Workforce Development Department Board, State President Emeritus, AARP California
45. Dr. Ruth Finkelstein, Rose Dobrof Executive Director, Brookdale Center for Healthy Aging at Hunter College
46. Sam Babineau, REDF, LA:RISE
47. Sam Powers, Los Angeles Unified School District
48. Si Ho, National Asian Pacific Center on Aging
49. Stewart Young, Department of Aging
50. Tim Driver, Director, Age-Friendly Institute
51. Travis Anderson, Department of Aging
52. Veronica Soto, Senior Advisor for Workforce, Los Angeles World Airports
53. Victor Pina, Department of Aging
54. Vincent Cordero, Chief Personnel Analyst, Personnel Department
55. Virginia Campoy, Senior Client Specialist, Indeed.com
56. Vivian Nava-Schellinger, JD; Director of Diversity, Equity, Inclusion, and Community Impact, The SCAN Foundation
57. Whitney Brooks, Events Lead, Indeed.com
58. Zita Davis, Executive Officer, Mayor Karen Bass's Office of Workforce Dev, Youth, and Reentry

Focus Groups with Workforce Service Providers

- City of Los Angeles WorkSource Centers Staff
- LA:RISE Contractors
- Los Angeles Regional Reentry Partnership (LARRP) Employment Committee
- Chrysalis Employment Specialists

Focus Groups with Older Adults

Thank you to Chrysalis and the LA LGBT Center for supporting our outreach to Older Adults across the region and to your clients.

- Chrysalis
- LA LGBT Center

EWDD Project leads

- Gerardo Ruvalcaba, Assistant General Manager, Workforce Development
- Elizabeth Macias, Manager of Strategic Planning, Research, and Evaluation Unit
- Carolyn M. Hull, General Manager
- Anthony Kim, Program Manager
- César Villanueva, Project Coordinator, Strategic Planning, Research, and Evaluation Unit

Working Group Members

- Aaron Saenz, Specialist, Workforce Development Partnerships, Los Angeles Unified School District Division of Adult and Career Education
- Alicia Ramirez, Associate Director, Lifelong Learning Department, Los Angeles Public Library
- Anthony Kim, Economic and Workforce Development Department
- Cheren Kochen, Department of Economic Opportunity
- Chinyere Stoneham, Los Angeles Public Library
- Dahlia Ferlito, Los Angeles Department on Disability
- Daniel Kim, Deputy Director of Operations and Administration, Department of Aging
- David Crippens, Board Chair, Economic and Workforce Development Department
- Deputy Mayor Brenda Shockley, Mayor's Office
- Elaine Piha, Los Angeles Public Library
- Iveris Martinez, Director, Center for Successful Aging, California State University Long Beach
- Jaime Pacheco-Orozco, General Manager, Department of Aging
- James Finney-Conlon, Senior Public Policy Manager, Los Angeles Area Chamber of Commerce
- Jennifer Thomas, Assistant Director, Housing Authority of the City of Los Angeles
- Dr. Jim Lancaster, Vice Chancellor of Workforce Development, Los Angeles Community College District
- Kristina Meza, Assistant Director, Los Angeles County Department of Economic Opportunities
- Dr. Laura Trejo, Executive Director, Los Angeles County Aging and Disabilities Department (Leads Purposeful Aging LA)
- Maria Turrubiarres, Director, California Department of Rehabilitation
- Mary Keipp, YouthSource Center Director, University of California, Los Angeles
- Michael Graff-Weisner, Vice President, Strategy and External Relations, Chrysalis
- Michael Murray, Director of Business Integration, AARP California
- Patricia Pérez, CEO, VPE Communications, Vice Chair of Economic and Workforce Development Department Board, State President Emeritus, AARP California
- Sam Babineau, REDF, LA: RISE
- Tammy Ortuno, Workforce Director, Mayor's Office
- Travis Anderson, Title V Senior Community Service Employment Program Director, Department of Aging
- Victor Pina, Department of Aging
- Vincent Cordero, Los Angeles City Personnel Department
- Vivian Nava-Schellinger, JD; Director of Diversity, Equity, Inclusion, and Community Impact, The SCAN Foundation
- Zita Davis, Executive Officer, Mayor Karen Bass's Office of Workforce Dev, Youth, and Reentry

APPENDIX: DATA TABLES

LA Older Adult Population Data Overview

Graph sources: SOURCES: US Census Bureau. ACS 2022 5-Year Estimates (S0101, S2301).

Older Adult and Older Worker Population in the City and County of LA		
	City of LA	LA County
POPULATION (Older Adults)		
Population, Total	3,881,041	9,936,690
Under 18	765,448	2,093,072
18 and over	3,115,593	7,843,618
Under 16	679,711	1,849,838
16 and over	3,201,330	8,086,852
16-24 years old	469,792	1,177,202
25-54 years old	1,765,243	4,282,558
55+ years old	966,295	2,627,092
55-64 years	445,280	1,211,236
65-74 years	303,092	819,236
75+ years	217,923	596,620
Percentage, Total Population that is 55+	24.9%	26.4%
Percentage, 16 and over population that is 55+	30.2%	32.5%
Percentage, 18 and over population that is 55+	31.0%	33.5%
LABOR FORCE (Older Workers 55+)		
Labor Force, Total	2,128,884	5,240,280
Labor Force, Adults 55+	419,990	1,103,526
Percentage of Labor Force, Adults 55+	19.7%	21.1%
Labor Force Participation Rate, Total	66.5%	64.8%
Labor Force Participation Rate, 55+	43.5%	42.0%
Unemployment Rate, Total	7.7%	7.0%
Unemployment Rate, 55+	6.7%	5.8%
Number Unemployed, 55+	28,081	64,128
Percentage, Unemployed who are 55+	17.1%	17.5%

Top Industries for LA County Workers Aged 55+ (2023)¹⁶⁰

Industry	Sample Job Titles Within Industry	Total 2023 Jobs	2023 Jobs 55+	% of Industry 55+	Hires as % of Jobs	Separations as % of Jobs
Individual and Family Services	Home Health and Personal Care Aides; Social and Human Service Assistants; Child, Family, and School Social Workers; Social and Community Service Managers; Marriage and Family Therapists	290,216	101,186	35%	49%	45%
Restaurants and Other Eating Places	Fast Food and Counter Workers, Waiters and Waitresses, Cooks, Fast Food Cooks, Restaurant, First-Line Supervisors of Food Preparation, and Serving Workers	359,787	64,923	18%	108%	100%
Education and Hospitals (Local Government)	Elementary School Teachers, Except Special Education, Teaching Assistants, Except Postsecondary, Secondary School Teachers, Except Special and Career/Technical Education, Postsecondary Teachers, Substitute Teachers	247,032	59,736	24%	29%	27%
Local Government, Excluding Education and Hospitals	Police and Sheriff's Patrol Officers; Eligibility Interviewers, Government Programs; Office Clerks; General; Firefighters; Child, Family, and School Social Workers	196,977	47,859	24%	29%	27%
Motion Picture and Video Industries	Producers and Directors, Special Effects Artists and Animators, Film and Video Editors, Actors, Media and Communication Workers, All Other	146,739	44,649	30%	115%	112%
Private Households	Childcare Workers, Maids and Housekeeping Cleaners, Home Health and Personal Care Aides, Personal Care and Service Workers, All Other, Nursing Assistants	107,534	40,290	37%	44%	42%
Services to Buildings and Dwellings	Janitors and Cleaners, Except Maids and Housekeeping Cleaners, Landscaping and Groundskeeping Workers, Maids and Housekeeping Cleaners, First-Line Supervisors of Housekeeping and Janitorial Workers, First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	84,457	26,925	32%	41%	38%
General Medical and Surgical Hospitals	Registered Nurses, Nursing Assistants, Medical Secretaries and Administrative Assistants, Medical Assistants, Medical and Health Services Managers	111,377	26,675	24%	30%	28%
Grocery Stores	Cashiers, Stockers and Order Fillers, Food Preparation Workers, Butchers and Meat Cutters, First-Line Supervisors of Retail Sales Workers	86,544	21,908	25%	64%	60%
Employment Services	Laborers and Freight, Stock, and Material Movers; Miscellaneous Assemblers and Fabricators; Production Workers; All Other; Human Resources Specialists; Packers and Packagers	107,979	21,664	20%	218%	211%

Largest Occupations by Age (2023)¹⁶¹

Occupation	Age 45–54	Occupation	Age 55–64	Occupation	Age 65+
Home Health and Personal Care Aides	72,963	Home Health and Personal Care Aides	74,599	Home Health and Personal Care Aides	37,870
Laborers and Material Movers	35,363	Building Cleaning Workers	31,250	Building Cleaning Workers	14,045
Building Cleaning Workers	34,967	Laborers and Material Movers	28,491	Secretaries and Admin. Assistants	13,153
Secretaries and Administrative Assistants	25,670	Secretaries and Admin. Assistants	24,826	Laborers and Material Movers	12,143
Driver/Sales Workers and Truck Drivers	25,623	Driver/Sales Workers and Truck Drivers	21,455	Driver/Sales Workers and Truck Drivers	9,877
Registered Nurses	21,916	Registered Nurses	17,141	Postsecondary Teachers	9,494
General and Operations Managers	19,310	Office Clerks, General	14,421	Office Clerks, General	9,370
Cooks	17,587	General and Operations Managers	13,470	Bookkeeping, Accounting, and Auditing Clerks	8,394
Office Clerks, General	15,189	Cooks	12,337	Retail Salespersons	8,267
Postsecondary Teachers	14,212	Retail Salespersons	12,293	Cashiers	7,225

APPENDIX: Resources for Further Reading

- Bitler, N., Haslett, M., Schwedel, A., & Root, J. (2023). *Better with age: The rising importance of Older Workers*. Bain and Company. <https://www.bain.com/insights/better-with-age-the-rising-importance-of-older-workers/>
- Beamish, R., Burstein, A., & Irving, P. (2018). *Silver to gold. The business of aging*. Milken Institute, Center for the Future of Aging. https://milkeninstitute.org/sites/default/files/reports-pdf/FINAL-Silver-to-Gold-0226_2.pdf
- Butrica, B. A. (2022, September). *Workforce programs serving Older Workers and other populations with employment barriers*. Urban Institute. <https://www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/Older-Workers-Lit-Review.pdf>
- CWI Labs & Working Nation. (2023). *Overlooked and sidelined. Workers at the intersection of age, race, and gender*. <https://overlooked.workingnation.com/overlooked/>
- Eyster, L., Johnson, R. W., Toder, E. (2008, January). *Current strategies to employ and retain Older Workers*. Urban Institute. <https://www.urban.org/sites/default/files/publication/31531/411626-Current-Strategies-to-Employ-and-Retain-Older-Workers.PDF>
- Frauenheim, E., Irving, P., Kramer, B., & Kung, J. (2022, December 16). *7 principles to attract and retain older frontline workers*. Harvard Business Review. <https://hbr.org/2022/12/7-principles-to-attract-and-retain-older-frontline-workers>
- Heidkamp, M., Krepcio, K., & Van Horn, C. E. (2015, March). *Improving education and training for Older Workers*. AARP Public Policy Institute. <https://www.heldrich.rutgers.edu/sites/default/files/2020-10/report-improving-education-training-older-workers-AARP-ppi.pdf>
- Irving, P. (2018, November 7). *When no one retires*. Harvard Business Review. <https://hbr.org/2018/11/when-no-one-retires>
- Irving, P., & Putnam, M. (n.d.). *Aging and disability: A conversation*. Institute on Community Integration Webpub System. <https://publications.ici.umn.edu/impact/34-3/aging-and-disability>
- Mercer. (2019). *Next stage: Are you age-ready?* <https://www.marshmcclennan.com/content/dam/mmc-web/insights/publications/2019/sep/gl-2019-6009756-mn-experienced-worker-POV-mercer.pdf>
- SHRM Foundation (2014). *The aging workforce: Leveraging the talents of mature employees*. <https://www.shrm.org/foundation/aging-workforce>
- Special Committee on Aging, United States Senate. (2017, December). *America's aging workforce: Opportunities and challenges*. https://www.aging.senate.gov/imo/media/doc/Aging%20Workforce%20Booklet_4web.pdf
- U.S. Government Accountability Office. (2007, February 28). *Older Workers: Some best practices and strategies for engaging and retaining Older Workers*. <https://www.gao.gov/products/gao-07-433t>

APPENDIX: Sources

1. LAEDC Institute for Applied Economics. (2024, February 24). *2024 Economic forecast: Addressing lingering challenges and positioning for opportunity*. <https://laedc.org/wp-content/uploads/2024/02/LAEDC-2024-Economic-Forecast-02242024-1.pdf>
2. US Census Bureau. *ACS 2022 5-Year Estimates, City of Los Angeles*. Common source for all data points, unless specified.
3. OECD. (2020). *Promoting an age-inclusive workforce: Living, learning and earning longer*. OECD Publishing. https://www.aarpinternational.org/file%20library/1lel/Action_Plan_AARP-Final-brochure.pdf
4. McFeely, S. & Wigert, B. (2019, March 13). *This fixable problem costs U.S. businesses \$1 trillion*. Gallup. <https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx>
5. Gosselin, P. (2018, December 28). *If You're Over 50, Chances Are the Decision to Leave a Job Won't be Yours*. ProPublica. <https://www.propublica.org/article/older-workers-united-states-pushed-out-of-work-forced-retirement>
6. Fisher, B., Ghilarducci, T., Papadopoulos, M., & Radpour, S. (2020, August 5). *Over half of unemployed Older Workers at risk of involuntary retirement* (Status of Older Workers Series). Schwartz Cetner for Economic Policy Analysis at The New School for Social Research. <https://www.economicpolicyresearch.org/insights-blog/over-half-of-unemployed-older-workers-at-risk-of-involuntary-retirement>
7. Los Angeles Homeless Services Authority. (2023, November 8). *Older Adults (55+) HC23 data summary: 2023 greater Los Angeles homeless count—older populations*. <https://www.lahsa.org/documents?id=7675-older-adults-55-hc23-data-summary>
8. LAHSA. (2019, April 30). *Addressing the Needs of Older Adults Experiencing Homelessness*. <https://www.lahsa.org/news?article=545-addressing-the-needs-of-older-adults-experiencing-homelessness>
9. US Census Bureau. *ACS 2022 5-Year Estimates, City of Los Angeles*. Accessed at: <https://data.census.gov/>
10. United States Joint Economic Committee. (n.d.). *The number of Older Workers is growing quickly as they continue to face economic challenges*. https://www.jec.senate.gov/public/_cache/files/54390cda-da1f-4e9c-aea1-d236a7cba214/older-workers-report-final.pdf
11. US Census Bureau. *ACS 2022 5-Year Estimates, City of Los Angeles*. Via IPUMS. Accessed at: <https://usa.ipums.org/usa/>
12. Ducharme, J. (2023, November 14). *Why U.S. women now live almost 6 years longer than men*. TIME. <https://time.com/6334873/u-s-life-expectancy-gender-gap/>
13. ACS 2022, 5 Year Estimates for the City of Los Angeles, via IPUMS. Accessed at: <https://usa.ipums.org/usa/>
14. Glasmeier, A. K. (2024). *Living wage calculator*. Massachusetts Institute of Technology. Accessed on 4-12-24. <https://livingwage.mit.edu/metros/31080>
15. U.S. Census Bureau. (2022). *Poverty status in the past 12 months by sex by age: American Community Survey, ACS 5-year estimates detailed tables, Table B17001*. https://data.census.gov/table/ACSDT5Y2022.B17001?q=B17001&g=1400000US18093950400_050XX00US18093
16. The Williams Institute, UCLA School of Law. (2019, January). *LGBT data and demographics interactive*. <https://williamsinstitute.law.ucla.edu/visualization/lgbt-stats/?topic=LGBT&area=6#demographic>
17. U.S. Census Bureau. (2022). *Veteran status: American Community Survey, ACS 5-Year Estimates Subject Tables, Table S2101*. <https://data.census.gov/table/ACSST5Y2022.S2101?q=veterans&g=160XX00US0644000>
18. U.S. Census Bureau. (2022). *Sex by age for the foreign-born population: American Community Survey, ACS 5-Year Estimates Detailed Tables, Table B05013*. <https://data.census.gov/table/ACSDT5Y2022.B05013?q=B05013&g=160XX00US0644000>
19. LAEDC Institute for Applied Economics. (2024, February 24). *2024 Economic forecast: Addressing lingering challenges and positioning for opportunity*. <https://laedc.org/wp-content/uploads/2024/02/LAEDC-2024-Economic-Forecast-02242024-1.pdf>
20. LAEDC Institute for Applied Economics. (2024, February 24). *2024 Economic forecast: Addressing lingering challenges and positioning for opportunity*. <https://laedc.org/wp-content/uploads/2024/02/LAEDC-2024-Economic-Forecast-02242024-1.pdf>
21. Almeida, B. & Weller, C. E. (2024, January 17). *Promoting economic advancement for older women in the workplace*. Center for American Progress. <https://www.americanprogress.org/article/promoting-economic-advancement-for-older-women-in-the-workplace/>
22. U.S. Bureau of Labor Statistics. (2023, September 6). *Employment projections: Table 3.1 Civilian labor force by age, sex, race, and ethnicity* [Data set]. <https://www.bls.gov/emp/tables/civilian-labor-force-summary.htm>
23. US Census Bureau. *ACS 2022 5-Year Estimates, City of Los Angeles*. Accessed at: <https://data.census.gov/>
24. Montgomery, D. H. (2023, February 27). *Who's not working? Understanding the U.S.'s aging workforce*. Federal Reserve Bank of Minneapolis. <https://www.minneapolisfed.org/article/2023/whos-not-working-understanding-the-uss-aging-workforce>
25. Dychtwald, K., Morison, R., & Terveer, K. (2024, March 1). *Redesigning retirement*. *Harvard Business Review*. <https://hbr.org/2024/03/redesigning-retirement>
26. Brown, S. K. & Thayer, C. (2022, July 18). *Financial need influences work in retirement for Older Adults*. AARP. <https://www.aarp.org/pri/topics/work-finances-retirement/financial-security-retirement/retirement-work-financial-security.html>
27. Brown, S. K. & Thayer, C. (2022, July 18). *Financial need influences work in retirement for older adults*. AARP. <https://www.aarp.org/pri/topics/work-finances-retirement/financial-security-retirement/retirement-work-financial-security.html>
28. U.S. Bureau of Labor Statistics. (2024, January 26). *Labor force statistics from the current population survey: Household annual averages, Table 8. Employed and unemployed full- and part-time workers by age, sex, race, and Hispanic or Latino ethnicity* [Data set]. <https://www.bls.gov/cps/cpsaat08.htm>
29. ACS 2022, 5 Year Estimates for the City of Los Angeles, via IPUMS. Workers currently in the labor force.
30. US Census Bureau. *ACS 2022 5-Year Estimates, City of Los Angeles*. Accessed at: <https://data.census.gov/>
31. Chartered Institute of Personnel and Development. (2022, March). *Understanding Older Workers: Analysis and recommendations to support longer and more fulfilling working lives*. [understanding-older-workers-report_tcm18-107672.pdf](https://www.cipd.org/understanding-older-workers-report_tcm18-107672.pdf) ([cipd.org](https://www.cipd.org/))
32. United States Joint Economic Committee. (n.d.). *The number of Older Workers is growing quickly as they continue to face economic challenges*. https://www.jec.senate.gov/public/_cache/files/54390cda-da1f-4e9c-aea1-d236a7cba214/older-workers-report-final.pdf
33. OECD. (2020). *Promoting an age-inclusive workforce: Living, learning and earning longer*. OECD Publishing. https://www.aarpinternational.org/file%20library/1lel/Action_Plan_AARP-Final-brochure.pdf

34. Ferguson, S. & Hoover, M. (2024, February 13). *Understanding America's labor shortage: The most impacted industries*. U.S. Chamber of Commerce. <https://www.uschamber.com/workforce/understanding-americas-labor-shortage-the-most-impacted-industries>
35. Provident Bank. (2022, October 20). *National survey finds nearly 75% of U.S. businesses have been affected by the labor shortage* [Press release]. <https://www.provident.bank/press-releases/national-survey-finds-nearly-75-of-us-businesses-have-been-affected-by-the-labor-shortage>
36. Cates, L. & Ferguson, S. (2024, February 13). *Understanding America's labor shortage: The most impacted states*. US Chamber of Commerce. <https://www.uschamber.com/workforce/the-states-suffering-most-from-the-labor-shortage?state=ca>
37. US Census Bureau. *ACS 2022 5-Year Estimates, City of Los Angeles*. Accessed at: <https://data.census.gov/>
38. US Census Bureau. *ACS 2022 5-Year Estimates, City of Los Angeles*. Accessed at: <https://data.census.gov/>
39. U.S. Census Bureau. (2022). *Employment status: American Community Survey, ACS 5-Year estimates subject tables, Table S2301*. <https://data.census.gov/table/ACSST5Y2022.S2301?q=S2301&g=160XX00US0644000&moe=false>.
40. Special Committee on Aging United States Senate. (2017, December). *America's Aging Workforce: Opportunities and Challenges*.
41. McFeely, S. & Wigert, B. (2019, March 13). *This fixable problem costs U.S. businesses \$1 trillion*. Gallup. <https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx>
42. Justice In Aging. (2023). *Snapshot of Older Adults in Los Angeles County*. <https://justiceinaging.org/wp-content/uploads/2023/03/Snapshot-of-Older-Adults-in-LA-County-Accessible-Outline.pdf>
43. U.S. Census Bureau. (2022). *Poverty status in the past 12 months by sex by age: American Community Survey, ACS 5-year estimates detailed tables, Table B17001*. https://data.census.gov/table/ACSDT5Y2022.B17001?q=B17001&g=1400000US18093950400_050XX00US18093
44. Justice In Aging. (2023). *Snapshot of Older Adults in Los Angeles County*. <https://justiceinaging.org/wp-content/uploads/2023/03/LA-County-Snapshot.pdf>
45. Glasmeier, A. K. (2024). *Living wage calculator*. Massachusetts Institute of Technology. Accessed 10-25-23. <https://livingwage.mit.edu/metros/31080>
46. Los Angeles Homeless Services Authority. (2021, February 24). *2020 Los Angeles homeless count—Older Adult homelessness*. <https://www.lahsa.org/news?article=806-2020-los-angeles-homeless-count-older-adult-homelessness>
47. Los Angeles Homeless Services Authority. (2023, November 8). *Older Adults (55+) HC23 data summary: 2023 greater Los Angeles homeless count—older populations*. <https://www.lahsa.org/documents?id=7675-older-adults-55-hc23-data-summary>
48. Los Angeles Homeless Services Authority. (2023, November 8). *Older Adults (55+) HC23 data summary: 2023 greater Los Angeles homeless count—older populations*. <https://www.lahsa.org/documents?id=7675-older-adults-55-hc23-data-summary>
49. Los Angeles Homeless Services Authority. (2019, April 30). *Addressing the needs of Older Adults experiencing homelessness*. <https://www.lahsa.org/news?article=545-addressing-the-needs-of-older-adults-experiencing-homelessness>
50. United States Joint Economic Committee. (n.d.). *The number of Older Workers is growing quickly as they continue to face economic challenges*. https://www.jec.senate.gov/public/_cache/files/54390cda-da1f-4e9c-aea1-d236a7cba214/older-workers-report-final.pdf
51. United States Joint Economic Committee. (n.d.). *The number of Older Workers is growing quickly as they continue to face economic challenges*. https://www.jec.senate.gov/public/_cache/files/54390cda-da1f-4e9c-aea1-d236a7cba214/older-workers-report-final.pdf
52. Almeida, B. & Weller C. E. (2024, January 17). *Promoting economic advancement for older women in the workplace*. Center for American Progress. <https://www.americanprogress.org/article/promoting-economic-advancement-for-older-women-in-the-workplace/>
53. Garland, C. (2020, November 13). *Best of both worlds—apprenticeships for Older Adults*. Center for Workforce Inclusion. <https://www.centerforworkforceinclusion.org/best-of-both-worlds-apprenticeships-for-older-adults>
54. US Census Bureau. *ACS 2022 5-Year Estimates, County of Los Angeles*. Accessed at: <https://data.census.gov/>
55. Malka, A. & Sainz, R. (2023, April). *Los Angeles County disconnected youth*. California Opportunity Youth Network; New Ways to Work. <https://laoyc.org/wp-content/uploads/2023/08/Los-Angeles-County-Disconnected-Youth-2023-1.pdf>
56. US Census Bureau. *ACS 2022 5-Year Estimates, City of Los Angeles*. Accessed at: <https://data.census.gov/>
57. AARP. (2021). *As economy improves, age discrimination continues to hold Older Workers back*. <https://doi.org/10.26419/res.00445.003>
58. California Department of Aging. (n.d.). *Master Plan for Aging*. <https://mpa.aging.ca.gov/>
59. Gosselin, P. (2018, December 18). *If you're over 50, chances are the decision to leave a job won't be yours*. ProPublica. <https://www.propublica.org/article/older-workers-united-states-pushed-out-of-work-forced-retirement>
60. Johnson, R. W. (2021, March 12). *Will Older Adults return to the workforce? Urban Wire: The blog of the Urban Institute*. <https://www.urban.org/urban-wire/will-older-adults-return-workforce>.
61. Fisher, B., Ghilarducci, T., Papadopoulos, M., & Radpour, S. (2020, August 5). *Over half of unemployed Older Workers at risk of involuntary retirement* (Status of Older Workers Series). Schwartz Center for Economic Policy Analysis at The New School for Social Research. <https://www.economicpolicyresearch.org/insights-blog/over-half-of-unemployed-older-workers-at-risk-of-involuntary-retirement>
62. Almeida, B. & Weller C. E. (2024, January 17). *Promoting economic advancement for older women in the workplace*. Center for American Progress. <https://www.americanprogress.org/article/promoting-economic-advancement-for-older-women-in-the-workplace/>
63. Conway, E., Cook, C., Forden, J., Ghilarducci, T., & Radpour, S. (2022, November 1). *Physically demanding jobs and involuntary retirement worsen retirement insecurity* (Status of Older Workers Series). Schwartz Center for Economic Policy Analysis at the New School for Social Research. <https://www.economicpolicyresearch.org/jobs-report/physically-demanding-jobs-and-involuntary-retirement-worsen-retirement-insecurity>
64. Special Committee on Aging, United States Senate. (2017, December). *America's aging workforce: Opportunities and challenges*. <https://www.aging.senate.gov/imo/media/doc/Aging%20Workforce%20Report%20FINAL.pdf>
65. Almeida, B. & Weller C. E. (2024, January 17). *Promoting economic advancement for older women in the workplace*. Center for American Progress. <https://www.americanprogress.org/article/promoting-economic-advancement-for-older-women-in-the-workplace/>
66. U.S. Census Bureau. (2022). *Age by veteran status by poverty status in the past 12 months by disability status for the civilian population 18 years and over: American Community Survey, ACS 1-Year estimates detailed tables, Table B21007*. <https://data.census.gov/table/ACSDT1Y2022.B21007?q=B21007&g=160XX00US0644000>
67. Chartered Institute of Personnel and Development. (2022, March). *Understanding Older Workers: Analysis and recommendations to support longer and more fulfilling working lives*. [understanding-older-workers-report_tcm18-107672.pdf \(cipd.org\)](https://www.cipd.org/~/media/2022/03/Understanding-Older-Workers-Report-2022.pdf)
68. Chartered Institute of Personnel and Development. (2022, March). *Understanding Older Workers: Analysis and recommendations to support longer and more fulfilling working lives*. [understanding-older-workers-report_tcm18-107672.pdf \(cipd.org\)](https://www.cipd.org/~/media/2022/03/Understanding-Older-Workers-Report-2022.pdf)

69. Almeida, B. & Weller C. E. (2024, January 17). *Promoting economic advancement for older women in the workplace*. Center for American Progress. <https://www.americanprogress.org/article/promoting-economic-advancement-for-older-women-in-the-workplace/>
70. Caprara, C. (n.d.). *Healthy and aging women in Los Angeles County*. USC Lusk Real Estate Center: Neighborhood Data for Social Change. <https://la.myneighborhooddata.org/2019/07/healthy-aging-and-women-in-los-angeles-county/>
71. Almeida, B. & Weller C. E. (2024, January 17). *Promoting economic advancement for older women in the workplace*. Center for American Progress. <https://www.americanprogress.org/article/promoting-economic-advancement-for-older-women-in-the-workplace/>
72. Almeida, B. & Estep, S. (2023, May 23). *Five facts on older women in the labor market*. Center for American Progress. <https://www.americanprogress.org/article/five-facts-on-older-women-in-the-labor-market/>
73. Almeida, B. & Estep, S. (2023, May 23). *Five facts on older women in the labor market*. Center for American Progress. <https://www.americanprogress.org/article/five-facts-on-older-women-in-the-labor-market/>
74. Montgomery, D. H. (2023, February 27). *Who's not working? Understanding the U.S.'s aging workforce*. Federal Reserve Bank of Minneapolis. <https://www.minneapolisfed.org/article/2023/whos-not-working-understanding-the-uss-aging-workforce>
75. Martichoux, A. (2023, January 17). *3 California cities among highest for life expectancy, report finds*. Kron4 News. <https://www.kron4.com/news/3-california-cities-among-highest-for-life-expectancy-report-finds/>
76. Willcoxon, N. (2022, June 15). *Older Adults sacrificing basic needs due to healthcare costs*. Gallup. <https://news.gallup.com/poll/393494/older-adults-sacrificing-basic-needs-due-healthcare-costs.aspx>
77. Merrill Lynch Wealth Management. (n.d.). *5 questions to help plan for healthcare costs in retirement*. <https://www.ml.com/articles/healthcare-inretirement>
78. Butrica, B. A. (2022, September). *Workforce programs serving Older Workers and other populations with employment barriers*. Urban Institute. <https://www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/Older-Workers-Lit-Review.pdf>
79. Butrica, B. A. (2022, September). *Workforce programs serving Older Workers and other populations with employment barriers*. Urban Institute. <https://www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/Older-Workers-Lit-Review.pdf>
80. Centers for Disease Control and Prevention. (n.d.). *Loneliness and social isolation linked to serious health conditions*. <https://www.cdc.gov/aging/publications/features/lonely-older-adults>
81. AARP. (n.d.). *Work and jobs: Employer Pledge Program*. <https://www.aarp.org/work/employer-pledge-companies/>
82. Age-Friendly Institute. (n.d.). *Certified Age Friendly Employer Program*. <https://institute.agefriendly.com/initiatives/certified-age-friendly-employer-program/>
83. County of Los Angeles. (2023, July 25). *Los Angeles County earns designation as a Certified Age-Friendly Employer*. <https://lacounty.gov/2023/07/25/los-angeles-county-earns-designation-as-a-certified-age-friendly-employer/>
84. U.S. Department of Labor. (n.d.). *Apprenticeship*. <https://www.dol.gov/general/topic/training/apprenticeship>
85. Butrica, B. A. (2022, September). *Workforce programs serving Older Workers and other populations with employment barriers*. Urban Institute. <https://www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/Older-Workers-Lit-Review.pdf>
86. Jenkins, W. (2023, October 2). *Who is the low-wage workforce?* WorkRise. <https://www.workrisenetwork.org/features/who-low-wage-workforce>
87. Garland, C. (2020, November 13). *Best of both worlds—apprenticeships for Older Adults*. Center for Workforce Inclusion. <https://www.centerforworkforceinclusion.org/best-of-both-worlds-apprenticeships-for-older-adults>
88. Butrica, B. A. (2022, September). *Workforce programs serving Older Workers and other populations with employment barriers*. Urban Institute. <https://www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/Older-Workers-Lit-Review.pdf>
89. Smith, C. (2022, December 19). *A troubling disconnect between community colleges and employers*. Governing. <https://www.governing.com/work/a-troubling-disconnect-between-community-colleges-and-employers>
90. New York City Department for the Aging. (n.d.). *Department for the Aging launches work program for retirees at City agencies* [Press release]. <https://www.nyc.gov/site/dfta/news-reports/press-releases/pr-dfta-launches-work-program-for-retirees-at-city-agencies>
91. Board of Education Retirement System of the City of New York. (2022, July 6). *Silver Stars Program*. https://www.bers.nyc.gov/assets/bers/downloads/pdf/publications/silver_stars_program_07.06.2022.pdf
92. Parry, B. (2023, April 4). *Cambria Heights woman comes out of retirement to work for the City under its Silver Stars Program*. QNS. <https://qns.com/2023/04/cambria-heights-woman-comes-out-of-retirement-to-work-for-the-city-under-its-silver-stars-program/>
93. Columbia Mailman School of Public Health. (n.d.). *Age smart employer: About*. <https://www.publichealth.columbia.edu/research/others/age-smart-employer/about>
94. Finkelstein, R. (2019, July 12). *New York City Age Smart Employer Awards: A strategy to encourage business to hire and retain Older Workers*. Brookdale Center for Healthy Aging. https://www.osalan.euskadi.eus/contenidos/informacion/ponencias_it190711_cursoverano/es_def/ponencia_curso_verano_osalan_ruth_finkelstein.pdf
95. Columbia Mailman School of Public Health. (n.d.). *10 advantages of retaining and hiring Older Workers: Lessons from NYC small businesses*. <https://www.publichealth.columbia.edu/research/others/age-smart-employer/resources/guides/advantages-older-workers>
96. Learning for Action. (2014, December 17). *Plus 50 programs in practice*. The Plus 50 Initiative; Lumina Foundation. <https://www.luminafoundation.org/files/resources/plus-50-programs-in-practice.pdf>
97. Agency on Aging Area 4. (n.d.). *Mature Edge*. <https://www.agencyonaging4.org/mature-edge>
98. Goldman Sachs. (n.d.). *Goldman Sachs Returnship*. <https://www.goldmansachs.com/careers/professionals/returnship/>
99. Barclays. (2019, May 30). *Barclays Bolder Apprenticeship*. <https://home.barclays/news/2019/05/-i-m-proof-that-age-is-not-a-barrier-for-apprenticeships-/>
100. OECD. (2024). *Career paths and engagement of mature workers*. <https://www.oecd.org/els/emp/Career-Paths-and-Engagement-of-Mature-Workers.pdf>
101. Barclays. (2017, February 6). *Leading the way in supporting Older Workers*. <https://home.barclays/news/2017/02/supporting-older-workers/>
102. Barclays. (2019, May 30). *Barclays Bolder Apprenticeship*. <https://home.barclays/news/2019/05/-i-m-proof-that-age-is-not-a-barrier-for-apprenticeships-/>
103. The Upwork Team. (2022, June 16). *Flexible work arrangements: Types and benefits*. Upwork. <https://www.upwork.com/resources/flexible-work-arrangements>

104. U.S. Office of Personnel Management. (n.d.). *Phased retirement*. [Phased Retirement \(opm.gov\)](https://www.opm.gov)
105. Farrell, C. (2017, October 17). *Employers need to train their Older Workers, too*. Forbes. <https://www.forbes.com/sites/nextavenue/2017/10/17/employers-need-to-train-their-older-workers-too/?sh=100e495f6853>
106. Roundtree, L. (2012). *Flex strategies to attract, engage, and retain Older Workers*. Sloan Center on Aging & Work at Boston College. <https://dlib.bc.edu/islandora/object/bc-ir:100884/datastream/PDF/view>
107. Bitler, N., Haslett, M., Schwedel, A., & Root, J. (2023). *Better with age: The rising importance of Older Workers*. Bain and Company. <https://www.bain.com/insights/better-with-age-the-rising-importance-of-older-workers/>
108. Roundtree, L. (2012). *Flex strategies to attract, engage, and retain Older Workers*. Sloan Center on Aging & Work at Boston College. <https://dlib.bc.edu/islandora/object/bc-ir:100884/datastream/PDF/view>
109. National Aeronautics and Space Administration. (2018, March 28). *NASA phased retirement lessons learned*. https://searchpub.nssc.nasa.gov/servlet/sm.web.Fetch/NSREF-3000-0718_2018-03-28_NASA_PhasedRetLessonsLearned.pdf?rhid=1000&did=6113287&type=released
110. Scripps. (n.d.). *My Scripps benefits: 2023 benefits catalog*. <https://www.myscrippshealthplan.com/downloads/Scripps%202023%20Catalog%20with%20Bookmarks.pdf>
111. Job Accommodation Network. (n.d.). *Accommodation and compliance: Aging*. <https://askian.org/disabilities/Aging.cfm>
112. The Encore Network. (2023). *Age is now a strategic imperative: An employers guide to engaging Older Workers*. The Age-Friendly Institute; AARP. [Age-Friendly Employers-Guide-final.pdf \(encorenetwork.org\)](https://www.encorenetwork.org/encore-network-2023-age-is-now-a-strategic-imperative-an-employers-guide-to-engaging-older-workers)
113. Bitler, N., Haslett, M., Schwedel, A., & Root, J. (2023). *Better with age: The rising importance of Older Workers*. Bain and Company. <https://www.bain.com/insights/better-with-age-the-rising-importance-of-older-workers/>
114. AARP. (n.d.). *Say this, not that: A manager's guide to hiring*. [Say This, Not That: A Manager's Guide to Hiring - ERC \(aarp.org\)](https://www.aarp.org/work/job-search/flexible-jobs-older-workers/)
115. Purposeful Aging Los Angeles. (2023). *The Purposeful Aging Los Angeles Initiative*. [Purposeful Aging Los Angeles | \(purposefulagingla.com\)](https://purposefulagingla.com)
116. Los Angeles County Aging & Disabilities Department. (n.d.). *Purposeful Aging Los Angeles (PALA)*. <https://ad.lacounty.gov/pala/>
117. California Department of Aging. (n.d.). *Master Plan for Aging*. <https://mpa.aging.ca.gov/>
118. Los Angeles Economic and Workforce Development Department. (n.d.). *Year 24 annual plan PY 2023–24: Executive summary*. <https://ewddlacity.com/images/reports/ap24/APy24-ExecSummary.pdf>
119. City of Los Angeles Department of Aging. (n.d.). *Employment & training: Subsidized training program for low-income Older Adults*. [Employment & Training \(lacity.gov\)](https://www.lacity.gov/employment-and-training)
120. LA Local Hire. (n.d.). *Target local hire: What is the Targeted Local Hire Program?* City of Los Angeles Personnel Department. <https://llocalhire.lacity.org/target-local-hire>
121. LA Local Hire. (n.d.). *Bridge to Jobs: What is the Bridge to Jobs Program?* City of Los Angeles Personnel Department. [Bridge to Jobs | LA Local Hire \(lacity.org\)](https://www.lacity.gov/bridge-to-jobs)
122. California State Library. (n.d.). *Live online learning*. GetSetUp. <https://www.getsetup.io/partner/csl-lapl>
123. California Department of Aging Senior Community Service Employment Program. (2022). *SCSEP stand-alone state plan modification 2022, program years 2020–2023*. <https://aging.ca.gov/download>
124. Los Angeles Unified School District Division of Adult and Career Education. (n.d.). *Integrated education & training (IET)*. [Integrated Education & Training \(IET\) – Programs – Division of Adult and Career Education](https://www.lausd.net/division-of-adult-and-career-education/integrated-education-and-training)
125. Burke, M. (2023, November 13). *Community college students can take classes in their native language under a new law*. EdSource. <https://edsource.org/2023/community-college-students-can-take-classes-in-their-native-language-under-new-law/700075>
126. CalJOBS WIOA Title I Adult and Disconnected Workers Program Data (2022-2023)
127. LA Local Hire. (n.d.). *Applications & requisitions*. City of Los Angeles Personnel Department. <https://llocalhire.lacity.org/target-local-hire/program-statistics/applications-requisitions>
128. Rodriguez, F. C. (2023, October 4). *2023 State of the district: Report to the LACCD Board of Trustees* [Presentation]. Los Angeles Community College District. https://www.laccd.edu/sites/laccd.edu/files/2023-11/2023_laccd_state_of_the_district_report.pdf
129. CoGenerate. (n.d.). *She's tackling the early childhood educator crisis in Los Angeles*. [She's Tackling the Early Childhood Educator Crisis in Los Angeles - CoGenerate](https://www.cogenerate.org/she-s-tackling-the-early-childhood-educator-crisis-in-los-angeles)
130. Los Angeles LGBT Center. (n.d.). *Culinary arts*. [Culinary Arts - Los Angeles LGBT Center \(lalgbtcenter.org\)](https://www.lalgbtcenter.org)
131. City of LA Future Works BI. (2024). *CalJOBS WIOA Title I Adult and Disconnected Workers Program Data (2022-2023)*.
132. LAEDC Institute for Applied Economics. (2024, February 24). *2024 Economic forecast: Addressing lingering challenges and positioning for opportunity*. <https://laedc.org/wp-content/uploads/2024/02/LAEDC-2024-Economic-Forecast-02242024-1.pdf>
133. Lightcast. (2022). *Los Angeles County Occupations at the SOC level*.
134. Colato, J., Dubina, K. S., Kim, J.-L., & Rieley, M. J. (2022, November). *Projections overview and highlights, 2021–31*. Monthly Labor Review, U.S. Bureau of Labor Statistics. <https://doi.org/10.21916/mlr.2022.28>
135. MT. (2020, November 12). *7 soft skills employers want, and older job seekers have*. [Vantage. https://vantageaging.org/blog/soft-skills/](https://vantageaging.org/blog/soft-skills/)
136. Center for Workforce Inclusion. (2023, July 6). *7 game-changing tips: How Older Workers can crush skills gaps and soar to career success!* <https://www.centerforworkforceinclusion.org/7-game-changing-tips-how-older-workers-can-crush-skills-gaps-and-soar-to-career-success/>
137. Hecker, I., Kuehn, D., & Spaulding S. (2021, September). *Digital skills and Older Workers: Supporting success in training and employment in a digital world*. Urban Institute. <https://files.eric.ed.gov/fulltext/ED616367.pdf>
138. McCrary-Ruiz-Esparza, E. (2023, July 6). *Older Workers and technology: How they approach it with a different mindset*. From Day One. <https://www.fromdayone.co/stories/2023/7/26/older-workers-and-technology-how-they-approach-it-with-a-different-mindset>
139. California Department of Aging Senior Community Service Employment Program. (2022). *SCSEP stand-alone state plan modification 2022, program years 2020–2023*. <https://aging.ca.gov/download.ashx?IE0rcNUV0zYzJ5Sn5sR09g%3d%3d>
140. Terrell, K. (2021, December 6). *15 flexible jobs for Older Workers*. AARP. <https://www.aarp.org/work/job-search/flexible-jobs-older-workers/>
141. Rapacon, S. (2023, June 3). *8 part-time jobs retirees can do from home*. AARP. <https://www.aarp.org/work/job-search/part-time-work-from-home/>
142. Herrera, L., Rosen, H., Shore, K., Waheed, S., & Wong, M. (2022, March). *Lives and livelihoods: California's private homecare industry in crisis*. UCLA Labor Center; Golden Gate University School of Law; Women's Employment Rights Clinic; Hand in Hand: the Domestic Employers Network; California Domestic Workers Coalition; Pilipino Workers Center. <https://www.labor.ucla.edu/wp-content/uploads/2022/03/Lives-and-Livelihood-Report-1.pdf>

143. Herrera, L., Rosen, H., Shore, K., Waheed, S., & Wong, M. (2022, March). *Lives and livelihoods: California's private homecare industry in crisis*. UCLA Labor Center; Golden Gate University School of Law; Women's Employment Rights Clinic; Hand in Hand: the Domestic Employers Network; California Domestic Workers Coalition; Pilipino Workers Center. <https://www.labor.ucla.edu/wp-content/uploads/2022/03/Lives-and-Livelihood-Report-1.pdf>
144. CalGrows. (n.d.). *About CalGrows*. <https://www.calgrows.org/aboutcalgrows>
145. Wolfson, R. (2021, September 23). *California faces short-term nursing shortage from COVID-19 retirements*. University of California. <https://www.universityofcalifornia.edu/news/california-faces-short-term-nursing-shortage-covid-19-retirements>
146. AMN Healthcare. (2023). *The pandemic's consequences: Survey of registered nurses*. <https://www.amnhealthcare.com/siteassets/amn-insights/surveys/amn-healthcare-rnsurvey-2023.pdf>
147. Wolfson, R. (2021, September 23). *California faces short-term nursing shortage from COVID-19 retirements*. University of California. <https://www.universityofcalifornia.edu/news/california-faces-short-term-nursing-shortage-covid-19-retirements>
148. Rapacon, S. (2023, June 3). *8 part-time jobs retirees can do from home*. AARP. <https://www.aarp.org/work/job-search/part-time-work-from-home/>
149. CalSTRS. (n.d.). *Preventing pension spiking*. https://www.calstrs.com/preventing-pension-spiking#body_file-9af4b539-d88a-4d3d-8529-b41227a54960
150. Wolfe, E. (2023, June 28). *Can California withstand a teacher retirement boom?* CalMatters. <https://calmatters.org/education/k-12-education/2021/06/california-teacher-retirement/>
151. Los Angeles County Economic Development Collaborative. (2022). *Hospitality and Tourism Look Book*.
152. Ravichandran, S. (2014, February 19). *Why recruiting Older Workers makes sense*. Restaurant Hospitality. <https://www.restaurant-hospitality.com/blog/why-recruiting-older-workers-makes-sense>
153. Lightcast. (2023). *Industry and occupation data*. Accessed October 2, 2023.
154. LACCD student enrollment data, 2022–23 Academic Year.
155. LAUSD Division of Adult and Community Education (DACE) student enrollment data, 2022–23 Academic Year.
156. City News Service. (2017, February 9). *Estimated 1 million immigrants living in Los Angeles area illegally: Report*. NBC Los Angeles, KNBC-TV. [Estimated 1 Million Immigrants Living in Los Angeles Area Illegally: Report – NBC Los Angeles](https://www.nbclosangeles.com/news/local/estimated-1-million-immigrants-living-in-los-angeles-area-illegally-report-2017-02-09/)
157. California Community Foundation & USC Dornsife Equity Research Institute. (2022). *State of immigrants in LA County 2022*. [SOILA 2022 Full v21.pdf \(usc.edu\)](https://www.usc.edu/research/soila-2022)
158. Clean Carwash Worker Center. (n.d.). *Carwasherxs Rising*. [CLEAN Carwash Worker Center](https://www.cleancarwashworkercenter.org/)
159. California Grants Portal. (2022, February 29). *Social Entrepreneurs for Economic Development (SEED) Grant 2.0*. California State Library. <https://www.grants.ca.gov/grants/social-entrepreneurs-for-economic-development-seed-grant-2-0/>
160. Lightcast. (2023). *LA County Employment for 55+*.
161. Lightcast. (2023). *4-digit occupation for Los Angeles County*. (pulled in 2024 for “current year,” which was 2023).