

# **Los Angeles Basin Regional Planning Unit Regional Plan 2021-2024**

## **Representing:**

- **City of Los Angeles Workforce Development Board**
- **Foothill Employment and Training Connection**
- **Los Angeles County Workforce Development Board**
- **Pacific Gateway Workforce Innovation Network**
- **South Bay Workforce Investment Board (SBWIB)**
- **Southeast Los Angeles County WDB (SELACO)**
- **Verdugo Workforce Development Board**

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## A. Analytical Overview of the Region

- *Provide an analysis of current employment and unemployment data.*
- *Provide an analysis of the current educational and skill levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.*
- *Provide an analysis of industries and occupations with an emerging demand.*

According to the US Census 2021 population estimate, Los Angeles County is home to 9.83 million people,<sup>1</sup> making it the most populous county in the country. The Los Angeles Basin (LA Basin) makes up approximately 25% of California's population. Geographically, the LA Basin is enormous, with an area of 4,084 square miles containing 88 incorporated cities and approximately 125 unincorporated areas.<sup>2</sup> The largest city within the region is Los Angeles, with approximately 3.85 million residents.<sup>3</sup> The percentage of the region's residents living in poverty is 13.2% compared to 12.3% statewide, and the median household income is \$71,358, compared to the California median of \$78,672. The median age in 2021 was 37.8, and 6.2% of the region's residents under the age of 65 have a disability.<sup>4</sup>

The population of the LA Basin is richly diverse with no one group making up a majority. The largest racial/ethnic group is Hispanic or Latinx at 49.1%, followed by White (not Hispanic or Latinx) at 25.3%, Asian at 15.6%, Black or African American at 9.0%, and Native American at 1.5%.<sup>5</sup> 33.7% of residents are foreign-born, compared to 26.6% statewide, and 56.1% speak a language other than English at home, compared to 43.9% statewide. The most commonly spoken non-English languages are Spanish (59.2%), Tagalog (2.5%) and Korean (2.5%).<sup>6</sup> According to the Census, 23.2% of residents speak English less than "very well," indicating that many residents are English language learners.<sup>7</sup>

In December 2020, the LA Basin had a labor force of 4,927,700 individuals, with 215,500 unemployed for an unemployment rate of 12.8%.<sup>8</sup> At the end of 2020 unemployment was almost two and a half times greater than it was before the pandemic. Low wage workers making under \$27,000 per year were particularly hard-hit, with employment down 26.1% when comparing November 2020 to January 2020.<sup>9</sup> In contrast, those making over \$60,000 per year saw employment decline by 0.6%, and those making \$27,000-\$60,000 saw employment decline 6%. Higher wage employees are largely Angelenos with higher levels of education and/or skills, with low wage workers indicating lower levels of education and/or skills. These results

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<sup>1</sup> <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia/PST045221>

<sup>2</sup> <https://lacounty.gov>

<sup>3</sup> <https://www.census.gov/quickfacts/losangelescitycalifornia>

<sup>4</sup> <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045221>

<sup>5</sup> <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045219>

<sup>6</sup> <https://datausa.io/profile/geo/los-angeles-ca/demographics/languages>

<sup>7</sup> <https://data.census.gov/table?q=los+angeles+county&tid=ACSS1Y2021.S1601>

<sup>8</sup> <https://www.labormarketinfo.edd.ca.gov/geography/regional-planning-units.html>

<sup>9</sup> Opportunity Insights Economic Tracker, <https://tracktherecovery.org>

indicate the importance of an educated and skilled labor force that can better weather unprecedented economic downturns and emergency events.

Similar to the rest of the state, the LA Basin saw its labor force participation rate dip during the pandemic. Women have been disproportionately impacted, due to their large numbers in the hardest hit industries, lack of childcare and children at home because of school closures. Nationally, women comprise 58% of those who left the labor force by January 2021.<sup>10</sup>



The following educational attainment data is based on the American Community Survey and EMSI demographic data. The figures include the population over age 25 and indicate the highest level of education achieved. In 2020, 32% of the region's residents had a bachelor's degree or higher, slightly lower than the statewide rate of 34%. In addition, 21% of residents had less than a high school diploma, compared to 16% for California and 12% nationwide.

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<sup>10</sup> LAEDC Annual Economic Forecast event, Feb 17, 2021

Education Level	2020 Population	2025 Population	2020 % of Population	2020 State % Population	2020 National % Population
Less Than 9th Grade	855,153	812,050	12%	9%	5%
9th Grade to 12th Grade	599,304	565,261	9%	7%	7%
High School Diploma	1,453,746	1,478,315	21%	21%	27%
Some College	1,324,339	1,327,153	19%	21%	20%
Associate's Degree	494,017	510,957	7%	8%	9%
Bachelor's Degree	1,498,889	1,603,691	21%	21%	20%
Graduate Degree and Higher	801,750	861,355	11%	13%	13%
	7,027,200	7,158,783	100%	100%	100%

Any discussion of educational attainment would be incomplete without disaggregating the data by race, which brings to light stark differences. Of the over 1.45 million residents over the age of 25 without a high school diploma, 78.7% or over 1.1 million are Hispanic/Latinx, compared to Latinx comprising 48.6% of the population overall. The following table shows the breakdown by race/ethnicity for each level of educational attainment. (For information on how the LABRPU is working with education partners to address this disparity through reengaging disconnected youth, please see Section D of the regional plan for a description of the Los Angeles Performance Partnerships Pilot).

Race/Ethnicity	Percent of overall population	Less than HS Diploma	HS Diploma	College Degree
Hispanic/Latinx	48.6%	78.7%	47.7%	21.6%
White alone	26.1%	6.8%	26.9%	43.7%
Black alone	9.0%	3.9%	10.9%	7.9%
Asian alone	15.4%	9.2%	12.3%	24.4%
Native American	1.4%	0.1%	0.3%	0.1%
Two or more races	1.7%	1.0%	1.7%	2.0%

SOURCE: EMSI

The following data provide insight into the supply and demand of relevant skills by comparing the frequency of skills listed in job postings with online resumes and profiles. The below table summarizes a “skills gap” - the hard skills which have the greatest discrepancy between frequency in job postings compared to uploaded resumes.

<b>Top Hard Skills</b>	<b>Frequency in job postings (Sept-Oct 2020)</b>	<b>Frequency in Profiles (2019-2021)</b>
Accounting	6%	3%
Merchandising	6%	2%
Auditing	5%	2%
Nursing	4%	1%
Selling Techniques	4%	2%
Warehousing	4%	1%
Basic Life Support	4%	0%
Restaurant Operation	3%	1%
Computer Science	3%	0%
Agile Methodology	3%	1%

SOURCE: EMSI (Q1 2021)

The same skills gap analysis can be done for “soft” or communication and organizational skills. The following table summarizes those types of skills with the greatest discrepancy between frequency in job postings compared to uploaded resumes.

<b>Top “Soft” Skills</b>	<b>Frequency in job postings (Sept-Oct 2020)</b>	<b>Frequency in Profiles (2019-2021)</b>
Communications	30%	6%
Management	22%	16%
Customer Service	18%	15%
Sales	17%	14%
Leadership	15%	11%
Operations	14%	7%
Detail Oriented	10%	0%
Problem Solving	9%	1%
Presentations	9%	3%
Planning	8%	3%

SOURCE: EMSI (Q1 2021)

Further information on specific skills needed for growing, middle skill jobs can be found in Section C of this modification.

### COVID-19 Pandemic Impacts

The LA Basin has been in many ways the epicenter of the COVID-19 pandemic in California. As of November 1 2022, Los Angeles County had **3,320,411 total** confirmed cases of COVID-19,

or 31.4% of all cases statewide, although residents comprise 25% of the state population.<sup>11</sup> The number of deaths is even more disproportionate, with over 33,800 in the County, or 35% of all Californians lost to this disease.

The impacts on the workforce and economy have been equally severe. In February 2021 the County released a report produced by the Los Angeles Economic Development Corporation (LAEDC) with data and analysis of the economic crisis caused by COVID-19, and recommendations for steps the public and private sector could take to improve the recovery and create more widely shared equity. The report, *Pathways to Economic Resiliency*, is a work product of LAEDC's Institute for Applied Economics. Unless otherwise cited, the data and information below draw from that report.

In 2019 there were approximately 4.16 million living wage jobs<sup>12</sup> in the LA Basin. Prior to the pandemic, approximately 95% of occupations paid a living wage and 85% of jobs provided a living wage. By the end of 2020, it is estimated that 392,000 living wage jobs were lost in the region. Additionally, it is projected that the LA Basin will not regain the 392,000 living wage jobs lost during the pandemic until 2024. Furthermore, based on the estimated 3,768,000 living wage jobs currently available as of 2020, the region will need to create a total of 738,672 living wage jobs in order to have living wage jobs for the estimated 4,506,672 total workers.

The LA Basin is especially sensitive to the impact of COVID-19, as over 93% of all businesses are small with less than 20 employees. In a year over year comparison, small business revenue in the LA Basin was down 34.8% in January 2021. Small business revenue hit a low point at the end of March 2020 at -56%, recovered somewhat over the summer, and has been on a downward trend since the beginning of December. When examining the percentage change in the number of small businesses open, a year over year comparison finds a 36.3% decrease at the end of January 2021.<sup>13</sup> According to Dr. Amy Liu of the Brookings Institute, this places Los Angeles in 45<sup>th</sup> place in a comparison of 53 large metropolitan areas.<sup>14</sup>

On a more hopeful note, in its more recent 2022 Economic Forecast report, the LAEDC predicts that in 2023, LA County Personal Income will grow by 2.6% and employment will grow by 1.3% (see below).<sup>15</sup> And, according to EDD's Labor Market Information Division, the unemployment rate for LA County declined to 4.7% in December, 2022.

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<sup>11</sup> <https://covid19.ca.gov/state-dashboard/>

<sup>12</sup> Living wage jobs are defined as the minimum amount of income necessary to meet the "basic needs of a family." The rate is currently at \$14.83/hour or \$30,800 per year for a single person household.

<sup>13</sup> Opportunity Insights Economic Tracker, <https://tracktherecovery.org>

<sup>14</sup> LAEDC Annual Economic Forecast event, Feb 17, 2021

<sup>15</sup> LAEDC Economic Forecast 2022

Figure 31: Los Angeles Headline Statistics and Forecast

	2017	2018	2019	2020	2021f	2022f	2023f
<b>Real GDP Growth</b>	3.5%	2.9%	3.3%	-6.3%	6.8%	4.6%	2.6%
<b>Real Personal Income Growth</b>	1.2%	1.4%	3.1%	6.2%	1.3%	-2.1%	2.6%
<b>Total Employment Growth</b>	1.6%	1.5%	0.8%	-11.8%	7.0%	3.0%	1.3%
<b>Unemployment Rate</b>	4.8%	4.7%	4.6%	12.8%	9.6%	6.4%	5.1%

More specifically, the report shows that the rate of pandemic employment recovery has so far been more rapid than during the Great Recession. Throughout the pandemic, Los Angeles County experienced the greatest job loss associated with the measures taken to mitigate the spread of the virus that took place between March and April, when more than 772,000 jobs fell off county nonfarm payrolls. However, since then, Los Angeles County has added around 67.5% of those jobs back. The hardest-hit industries added the highest number of jobs, with leisure and hospitality adding back the most.

### Disparities in Pandemic Experiences

The intersection of the health and economic impacts of COVID has not been felt evenly by all groups. Using death records from the California Department of Public Health, researchers at UCSF estimated excess mortality among Californians 18–65 years of age by occupational sector and occupation, with additional stratification of the sector analysis by race/ethnicity. During the COVID-19 pandemic, working age adults experienced a 22% increase in mortality compared to historical periods. Relative excess mortality was highest in food/agriculture workers (39% increase), transportation/logistics workers (28% increase), facilities (27%) and manufacturing workers (23% increase). Latinx Californians experienced a 36% increase in mortality, with a 59% increase among Latinx food/agriculture workers. Black Californians experienced a 28% increase in mortality, with a 36% increase for Black retail workers. Asian Californians experienced an 18% increase, with a 40% increase among Asian healthcare workers. Excess mortality among White working-age Californians increased by 6%, with a 16% increase among White food/agriculture workers.<sup>16</sup>

The pandemic has also highlighted how differences in Internet and technology access can present barriers to services such as schooling, telemedicine, and remote work options. In Los Angeles County, technological access barriers disproportionately impact residents in the historically underserved neighborhoods of South and East LA, where there are fewer internet service providers, lower adoption rates, and less fiber infrastructure.<sup>17</sup> Across California, the

<sup>16</sup> “Excess mortality associated with the COVID-19 pandemic among Californians 18–65 years of age, by occupational sector and occupation: March through October 2020.” Posted Jan 22, 2021.

<https://www.medrxiv.org/content/10.1101/2021.01.21.21250266v1>

<sup>17</sup> Galperin, H., Le, T. V., & Wyatt, K. (2021). Who gets access to fast broadband? Evidence from Los Angeles County. Government Information Quarterly, 101594. <https://doi.org/10.1016/j.giq.2021.101594>

demographic groups that have been most affected are low-income households, Latino households, and those with a disability.<sup>18</sup> Given the diversity of the LA Basin population as well as the severity of the COVID pandemic, these sobering statistics have important implications for the region.

While the pandemic has created massive disruptions to the labor market, it also presents an opportunity to reskill low-wage workers and assist them onto career paths leading to greater economic well-being. The LABRPU aims to be vigilant in identifying those opportunities as they arise. As the LA Basin continues to work toward recovery, the Workforce Development Boards will evaluate and incorporate new data as it becomes available and will continue to strive toward training more workers for occupations that offer higher pay and career pathways. Therefore, this regional plan represents information available at this time, though the data are likely to be evolving into the foreseeable future.

## **B. Regional Indicators**

- *Identify which of the four regional indicators the RPU established objective metrics under RPI 4.0, and what those metrics were.*
- *Identify any anticipated impacts that tracking and evaluating the regionally agreed upon metrics will have on each of RPU's local workforce service delivery system (e.g. change in service strategy, improved participant outcomes, new partner engagement, etc.)*

The region's Workforce Development Boards and America's Job Centers of California (AJCC) are connected by a regional communication strategy that includes an RPU website, diverse target populations of emphasis and many regional programs for services, training and education that deploy shared and/or pooled resources. Because the foundation to fund these regional strategies was built many years ago, the RPU Directors, at a regular meeting, selected shared/pooled resources as a regional indicator to enhance, expand and measure.

The sheer size of the LABRPU in terms of population, diverse economies and number of workforce boards means that any pooling of administrative costs and any leveraging of resources or data will benefit the region. Yet these very same characteristics add levels of difficulty in identifying common goals and assessing reasonable shared costs across political jurisdictions. A mature initiative in demonstrating the importance of this regional goal is the I-TRAIN system under which the South Bay WIB, by agreement with other WDBs, administers the Eligible Training Provider List for the entire region. A more recent initiative for strategic co-

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<sup>18</sup> Galperin, H. (2021, March). Statewide Survey on Broadband Adoption 2021. California Emerging Technology Fund (CETF) and USC Annenberg School for Communication and Journalism. [https://www.cetfund.org/wp-content/uploads/2021/03/Annual\\_Survey\\_2021\\_CETF\\_USC\\_Final\\_Summary\\_Report\\_CETF\\_A.pdf](https://www.cetfund.org/wp-content/uploads/2021/03/Annual_Survey_2021_CETF_USC_Final_Summary_Report_CETF_A.pdf)



enrollment reveals the potential for expansion and enhancement to include more WDBs and additional projects.

The projects that currently exist using specific joint resources are listed in Section E, not as a comprehensive list but as an example. Over the next 18 month cycle, metrics will be developed that measure the regions' ability to sustain and expand these projects while assessing the impact of regionalism on its success. Potential metrics could include such things as administrative efficiencies of regional management, the value added by leveraging funding or the accelerated learnings of collective wisdom.

### C. Fostering Demand-Driven Skills Attainment

- *Identify the in-demand industry sectors or occupations for the region.*
- *Describe any current sector-based initiatives being implemented by the RPU for regionally in-demand industries or occupations and what, if any, new sector-based initiatives are planned for the next two years.*
- *Describe what processes or strategies the RPU uses to communicate effectively and cohesively with regional employers.*

The LABRPU previously identified six priority sectors that offered good wages and career growth opportunities, based on the LAEDC's list of "high growth" industries:

Sector	North American Industry Classification System Codes
<b>Construction</b>	236, 237, 238
<b>Selected Manufacturing</b> (Fashion, Aerospace, Analytical Instruments, Pharmaceuticals, Medical Devices)	313, 314, 315, 316, 325, 334, 336, 339
<b>Logistics</b>	42, 48, 49
<b>Entertainment and Infotech</b>	511, 512, 515, 518, 519
<b>Health Services</b>	621, 622, 623
<b>Leisure and Hospitality</b>	721, 722

Although the COVID-19 pandemic has upended the economy, and the future of these sectors remain uncertain, at least some of them appear to continue to offer good career opportunities for job seekers. As previously mentioned, the WDBs of the LABRPU will continue to evaluate economic conditions and "course-correct" as needed. Meanwhile, the below data represent the information currently available.

In examining available EMSI data, these sectors continue to represent significant parts of the economy in terms of overall jobs and number of businesses. All of the sectors provide earnings above the region's average personal income of \$65,094, with the exception of Leisure and

Hospitality. Although Leisure and Hospitality is projected to grow 4.5% for 2020-25, as previously discussed, the future of the sector is still uncertain as it is one of the most severely impacted during the pandemic. Indeed, most if not all of these sectors will experience changes caused by the pandemic in the ways that people work and services are provided. At stakeholder input sessions, community members identified teleworking and remote services as potentially permanent changes brought about by the pandemic, as well as the severe impact on small businesses. Thus, the long-term impacts on the labor force and employment remain to be seen.

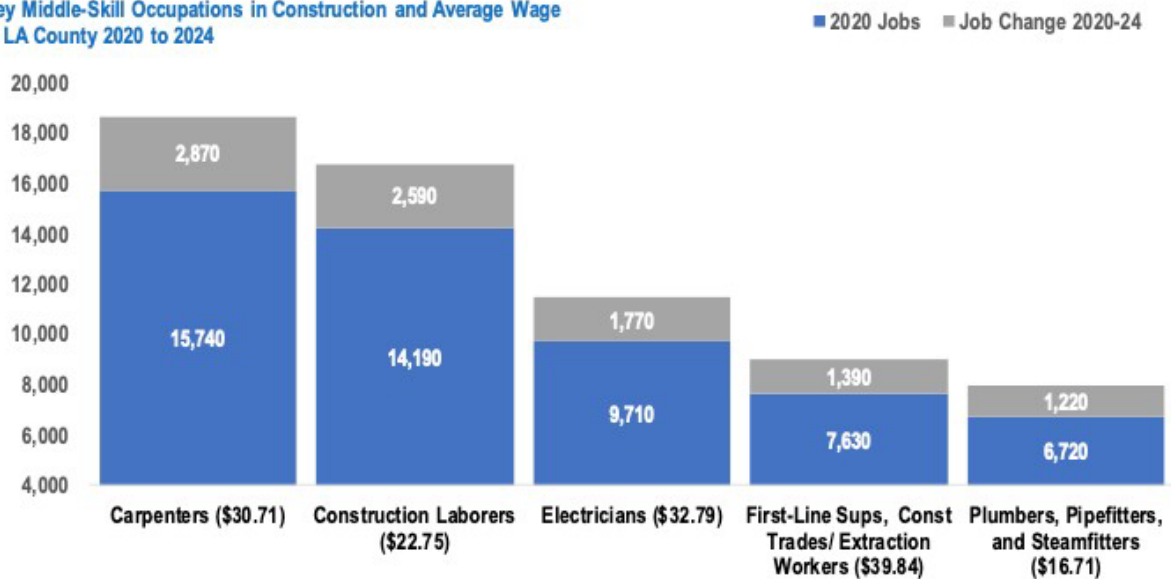
Sector	Jobs (2020)	% Change, 2020-25	Average Earnings	Payroll Business Locations
Construction	220,152	+3.9%	\$72,071	17,237
Selected Manufacturing	164,387	-12.0%	\$160,758	5,393
Logistics	449,317	+1.4%	\$78,740	30,208
Entertainment & Infotech	205,147	+2.9%	\$156,261	12,803
Health Services	462,621	+9.1%	\$78,580	29,291
Leisure and Hospitality	418,281	+4.5%	\$31,478	23,414

SOURCE: EMSI Q1 2021 Data Set

In its Pathways for Economic Resiliency report, the LAEDC identified three industries as likely to grow in the next five years and that offer middle skilled jobs: Construction, Healthcare, and Transportation and Warehousing. Of the 500,000 total jobs that are expected to be added back between 2020-2024 in the region, 139,000 are projected to be in middle skill occupations, which could potentially provide career pathways to living wages jobs for displaced workers in the hardest hit industries. The below graphs illustrate average wages and expected growth by occupation in those three sectors (Source: LAEDC, Institute for Applied Economics).

Construction is a sector that was largely unaffected by the employment impacts of the pandemic and retains high demand for its services in the county. Both construction laborers and carpenters are expected to add over 2,500 jobs in the next four years. Electricians, supervisors of construction and plumbers, pipefitters and steamfitters are all expected to add between 1,000 to 2,000 jobs as well. **For this industry, the skills in highest demand include scheduling, project management, budgeting, construction management, plumbing, repair, customer service, quality/assurance and control, sales and estimating.**

Key Middle-Skill Occupations in Construction and Average Wage in LA County 2020 to 2024

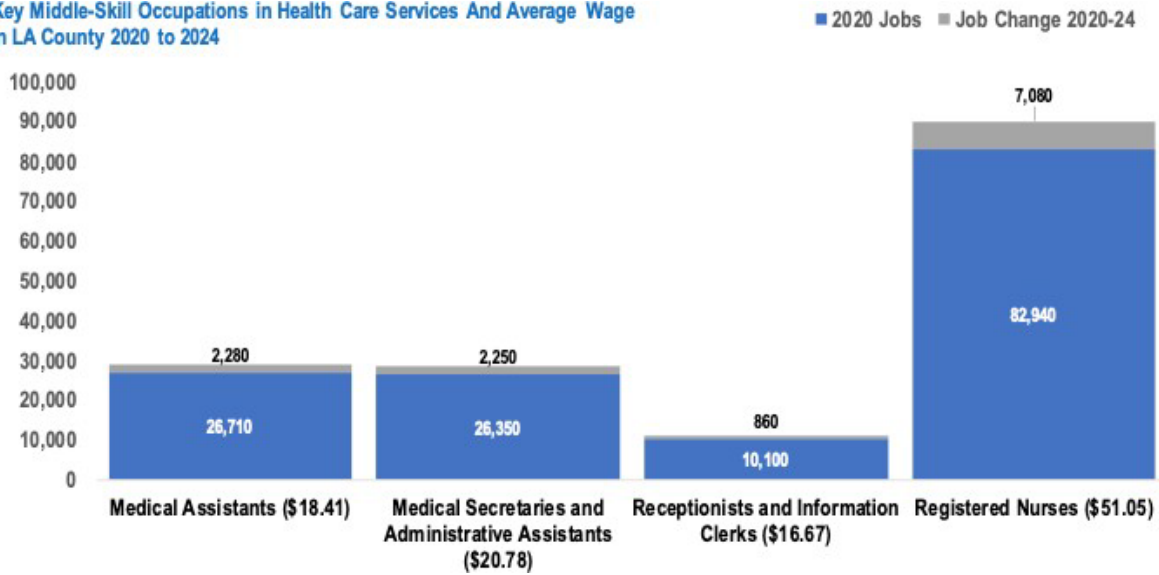


The following table reflects the number of projected construction jobs requiring specialized skills (2024 estimate):

Skill	# of Postings
Scheduling	2,489
Project Management	2,231
Budgeting	2,004
Construction Management	1,920
Plumbing	1,812
Repair	1,548
Customer Service	1,319

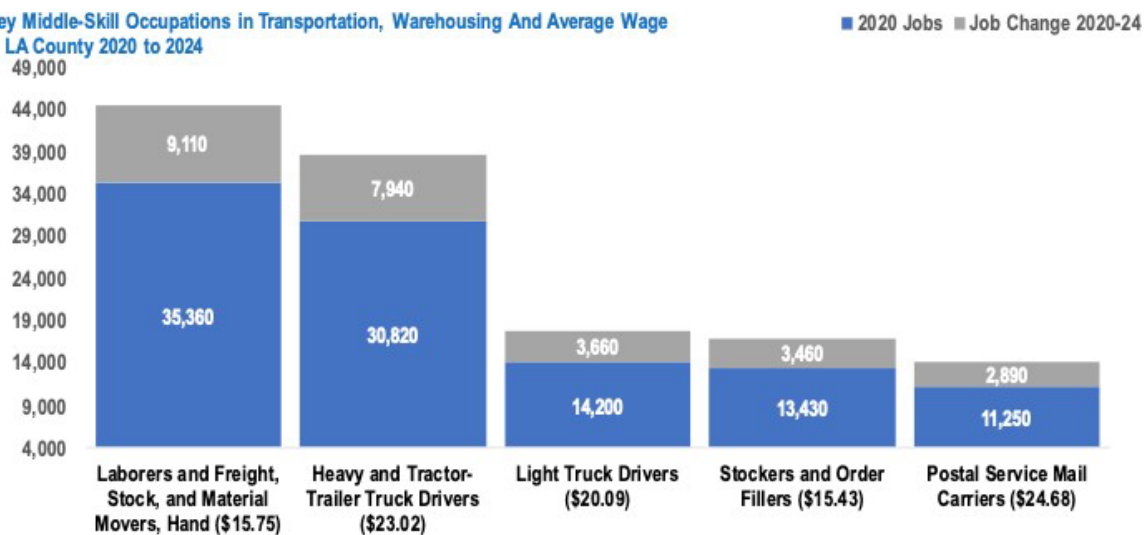
Healthcare and social services industry started 2020 by posting 11,778 job openings in the LA Basin before falling 40% to 7,002 jobs in April 2020. However, the industry saw an increase in demand due to a sharp shortage of labor to keep up with patient needs due to COVID-19. The industry had 9,905 job openings as of November 2020. **Workers interested in securing jobs in the healthcare and social services industries would benefit in developing specialized skills in patient care, scheduling, and Cardiopulmonary Resuscitation (CPR).** From January – November 2020, the number of job postings requiring these skills were 25,952 for patient care; 15,101 for scheduling; and 13,556 for CPR.

Key Middle-Skill Occupations in Health Care Services And Average Wage in LA County 2020 to 2024



The transportation and warehousing industry experienced some job losses during the pandemic, but opportunities for new employees have arisen due to the increased online shopping. The growing trend towards providing fast delivery through optimized logistics and last-mile shipping services has helped job postings in the sector increase by 58% since the start of pandemic. **Workers who are interested in securing positions in the transportation and warehousing occupations should be trained or upskilled for customer service, scheduling and logistics.** From January – November 2020, the number of job postings requiring these skills were 3,400 for customer service; 2,600 for scheduling; and 2,300 for logistics.

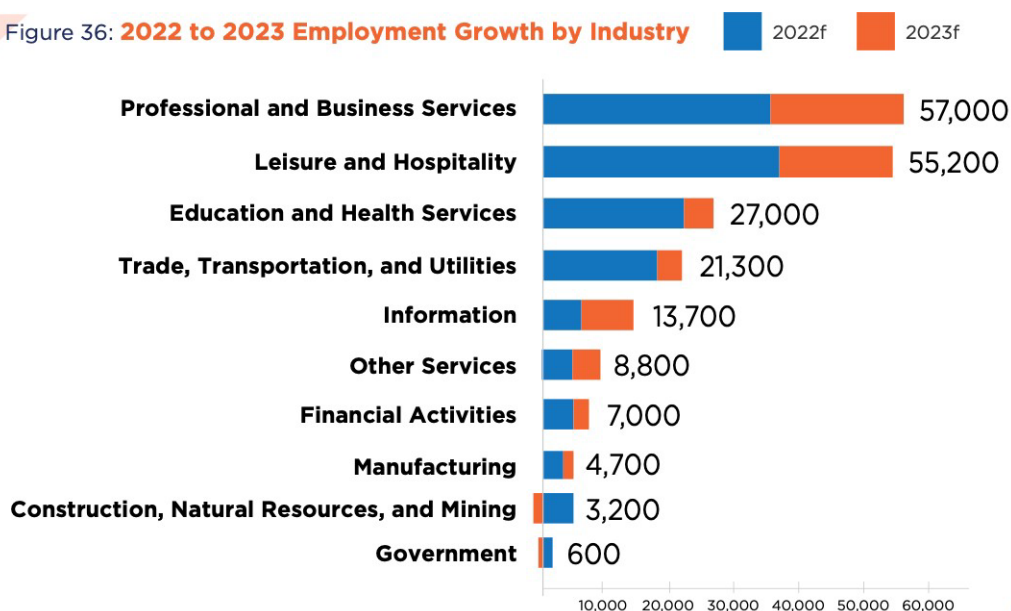
Key Middle-Skill Occupations in Transportation, Warehousing And Average Wage in LA County 2020 to 2024



## Looking Ahead

In its 2022 Economic Forecast report, the LAEDC predicted the highest employment growth in the Professional and Business Services and Leisure and Hospitality industries, as well as Education and Health Services (see figure).<sup>19</sup>

Figure 36: **2022 to 2023 Employment Growth by Industry**



## LABRPU Sector Initiatives

The seven community-centric Workforce Development Boards located across the LA Basin have a long and successful history of working together to strengthen the region. Regional partners include hundreds of community-based and non-profit organizations; labor organizations; 113 accredited colleges and universities; 21 community colleges; 80 school districts; 130 Chambers of Commerce; two Job Corps Centers; and local government agencies. This large and diverse network of workforce service providers and partners have implemented and continue to oversee a number of sector initiatives that support in-demand occupations and priority industries.

### Healthcare

The LABRPU is partnering with healthcare providers and associations across the region to prioritize the pipeline of in-demand healthcare workers. A number of initiatives have evolved to meet the needs of healthcare organizations in the region.

Developed in coordination with the Hospital Association of Southern California (HASC), HealthImpact (the state's nursing workforce center), the Community Clinic Association of Los Angeles County (CCALA), hospitals, colleges, and universities across the region, the

<sup>19</sup> LAEDC Economic Forecast 2022

Perioperative RN Training program provides a simplified, streamlined way for working registered nurses to advance their practices in specialized areas of care with the highest demand. This approach aimed to meet workforce needs supporting the professional advancement of incumbent RNs while strengthening their career mobility and retention within existing employers. Perioperative courses were developed and added to the ETPL. This collaborative program is also working to help hospitals reduce costs associated with staff overtime, traveling nurses, turnover, recruitment, and retention. This successful program model was used to expand and develop a registered apprenticeship program in Ambulatory Nursing.

During the pandemic, LA County provided support to CVS Health to coordinate virtual sessions to recruit and identify potential candidates to be trained and hired as Pharmacy Technicians. This effort helped inform what became a very successful apprenticeship program recognized by the state of California in 2021. LA County also collaborated with the Los Angeles County Department of Health Services (DHS) to train and place several hundred Certified Nurse Assistants (CNA)s in partnership with local training providers through an implemented cohort model. Recruitment for these CNA cohorts is focused in the communities in which the DHS hospital facilities are located in. In addition, LA County is replicating the cohort model to include Certified Medical Assistant (CMA) recruitment and training for DHS' Ambulatory Care Network (ACN) facilities.

The LABRPU has also worked in collaboration with healthcare partners to launch the C3 Skills Alliance, which developed care coordination training programs for healthcare workers in Los Angeles and Ventura Counties. This innovative program prepares much-needed healthcare coordinators and case managers responsible for making sure every patient receives the right care from the right professional at the right time. Course content is available statewide to educate patient care staff in hospitals, clinics and long-term care facilities. This health workforce alliance is embedded in HASC's long-term regional workforce strategy. Los Angeles County has also partnered with HASC to share Allied Health training schedules to support member hospitals ongoing recruitment needs.

### Construction

The LA Basin is undergoing rapid expansion, with major new infrastructure projects planned or underway across the region. A Consortium, convened by the LABRPU WDBs at the request of the Federal Highway Administration (FHWA) is used to discuss construction projects throughout Los Angeles County and the need to work together to create a pipeline of skilled workers for the numerous projects. The Associated General Contractors of California is a key partner of the Consortium. The SBWIB and Coastline Community College (CCC) spearheaded the initial pilot program, with the goal of meeting the urgent need for qualified pre-apprentice and apprentice workers for mega-projects in the region. Billions of dollars have been allocated for publicly and privately funded construction projects throughout Los Angeles County which will demand a continuing supply of trained workers.

To meet the workforce needs of these infrastructure projects, the SBWIB and its Career Center-Inglewood developed the Construction & Utilities Pathways Program (CUPP). CUPP was developed in response to the meeting the local hiring need for the Sofi Stadium Project in

Inglewood. With the Sofi project completing in 2021, CUPP participants continue to be directed toward other local projects such as the Inuit Dome (LA Clippers Basketball Arena), LAX Airport renovations and numerous housing developments in the region. The goal of CUPP is to supply a pipeline of qualified candidates by providing support services and access to training and employment in the construction industry. It is the mission of CUPP to increase community knowledge, demystify the construction industry and help individuals to build the framework to start a career in the construction industry. To date CUPP has successfully placed over 1,500 local residents into construction apprenticeship positions and has been particularly focused on engaging and referring unserved and underserved populations to the construction trades and placing African American males into quality construction jobs, with over 750 African American males placed into construction apprenticeships. This program allows all clients to access learn and earn opportunities, supportive services and quality jobs through targeting special populations that include reentry, homeless individuals, veterans, and disconnected youth. The LABRPU has developed a detailed referral and co-enrollment process so that all local WDBs are able to assist underserved populations with accessing this career pipeline.

One of the region's largest employers and the county's public transportation agency, Metro, is facing a serious shortage of qualified employees, with 50% of its workforce set to retire by 2024. Metro needs a qualified workforce to build and maintain transportation infrastructure throughout Los Angeles County. To meet this labor shortage, the LABRPU is partnering with Metro on its Workforce Initiative Now—Los Angeles (WIN-LA) program<sup>20</sup> to train and place employees in hard-to-fill positions across a range of transportation career pathways. Phase I of the program is focused on identifying and developing the talent pipeline to support Metro's workforce challenges, including workforce needs on Metro's construction projects. Phase 2 of the program is focused on recruiting and employing WIN-LA participants through WIN-LA career pathways. CUPP refers qualified construction workers to Metro construction projects.

WIN-LA opens training and career opportunities for current and former foster youth, veterans, single parents, individuals experiencing homelessness, people who have been involved with the justice system, job seekers who have not completed high school or their GED, and women. Through a collaborative network of trainers, service providers, and partners, WIN-LA participants have access to a spectrum of support services along with training, including assistance with education, housing, childcare, transportation, and mental health services.

One other example of a construction pre-apprenticeship training is led by the City of Long Beach, which has entered into a new 10-year Project Labor Agreement for over \$560 million in new capital projects. Contractors continue to communicate the need for additional workers with very specific skill sets. Working with the LA/OC Building Trades Council (LA/OC BTC) and Long Beach City College, PGWIN developed a program based on the nationally recognized Multi-Craft Curriculum (MC3), which is endorsed by unions representing nineteen of the skilled trades. This construction pre-apprenticeship training is a six-week (140 hours) program that prepares participants for employment in the trades. Some of the hands-on skills taught

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<sup>20</sup> <https://www.metro.net/about/win-la/>

include cabinet making, cement masonry, green technologies, H.V.A.C., plumbing, surveying and weatherization. Those completing the program receive three certificates: Building Trades Multi-Craft Curriculum (MC3), 10-hour OSHA Certification and CPR/First Aid Training Certification. This program has significant potential to be scaled up across the region to address major public building and infrastructure projects.

Similarly, Los Angeles County launched the HireLAX Apprenticeship Readiness Program in partnership with the Los Angeles World Airports, Parsons Corporation, Los Angeles Southwest College, City of Los Angeles, LA/OC BTC, Flintridge and 2ndCall. In October 2022, HireLAX at LA Southwest College graduated 16 individuals marking the 300th program graduate with over 200 placements. This HRTTP brings Los Angeles World Airports, the Building Trades and the County and City of LA together with the companies listed to train and support the next generation of workers in the trades.

### Selected Manufacturing

Aero-Flex and Bio-Flex are highly successful career pathway programs that use pre-apprenticeship and registered apprenticeship to develop workforce pipelines for the aerospace and bioscience industry. The employer-centric earn and learn model was designed to allow employers to 'flex' the curriculum and provide customized training for each participant. Since the program's inception, many career pathways have been developed for technicians and engineers, including the first Aerospace Engineering apprenticeship in the nation requiring a degree to be registered with the U.S. Department of Labor. The SBWIB team is now working on registering two additional Bio-Flex occupations called Quality Assurance Specialist and Lyophilizer Technician and plans to register others as needed by employers. Open to high schools and post-secondary students, veterans, returning service personnel, and other underserved individuals, as well as incumbent workers, these apprenticeships allow job seekers to gain in-demand skills while earning industry-recognized credentials.

### **Current SBWIB Apprenticeship Registrations:**

#### **DOL Occupations:**

BIO-MANUFACTURING TECHNICIAN (aka Production Technician)

O\*NET-SOC CODE: 19-4021.00 RAPIDS CODE: 1103CB

BIOMEDICAL EQUIPMENT TECHNICIAN (aka Biomedical Maintenance Technician)

O\*NET-SOC CODE: 49-9062.00 RAPIDS CODE: 0888

INSPECTOR, QUALITY ASSURANCE (aka Biomedical Quality Assurance Specialist) O\*NET-SOC CODE: 13-1041.04 RAPIDS CODE 0992CBc

#### **DAS Registrations**

Apprenticeship



BIO-MANUFACTURING TECHNICIAN (aka Production Technician)  
BIOMEDICAL EQUIPMENT TECHNICIAN (aka Biomedical Maintenance Technician)

Aero-Flex Pre-Apprenticeship Program: Aerospace Engineer, Assembler - Metal building, Avionics Technician, Industrial Manufacturing Technician, Machine Operator I, Machinist (includes NIMS), Metal Fabricator, Numerical Control Machine Operator, Quality Control Inspector, Tool Programmer - Numerical.

The SBWIB in partnership with West Los Angeles College was awarded a \$1.53 million DOL grant for "Scaling Apprenticeships" that runs through June 30, 2024 with a goal of 5000 enrollments. The project focuses on serving the Aerospace and Bioscience sectors including IT occupations and many other advanced manufacturing sectors. The grant includes employer partners such as Aerojet Rocketdyne, Bachem America's, Impresa Aerospace, IBM, Magnetika, Lockheed Martin, Northrop Grumman, Tesla and Hypertherm and many others. Through December 31, 2022, the project enrolled 3629 apprentices with 2058 completions, of which 1024 enrollments were from SBWIB along with 294 completions so far.<sup>21</sup>

The Verdugo Workforce Development Board (VWDB) is also leading a regional bioscience sector initiative through an industry-valued credentialing program. The Life Science industry sector, specifically bioscience, is at the forefront of the COVID-19 pandemic. With their expertise in developing therapeutic treatments, vaccines, and testing, the bioscience companies located throughout the LA Basin have partnered with the Federal Drug Administration (FDA) and Center for Disease Control to research the virus and develop treatments and vaccines. Amgen, Gilead, Takeda and Grifols are among the companies developing antibody treatments, antiviral medications, plasma therapeutics and other responses to the COVID-19 pandemic. The continued and expedited pursuit of vaccines and therapeutic treatments demands a qualified workforce pool and the ability to respond immediately to the industry's human capital needs. According to these companies, the industry was hiring approximately 1,000 new employees per month prior to the pandemic, and Grifols projects a need of 5,000 per month across the LA Basin as the industry continues its growth.

The VWDB has partnered with seven bioscience companies to develop an industry-valued credential to assist the employers in identifying qualified candidates for their job openings. The Biocom Institute Bio Technology Credential (BioTC) Collaborative used input from the companies to develop an assessment instrument to determine that qualified candidates have acquired the core competencies needed as biomanufacturing technicians, biotechnology technicians or lab technicians. All students graduating from a bioscience program in the LA Basin are eligible to take the assessment and those earning a 70% score or higher will earn the industry-valued credential. The BioTC Collaborative, led by Grifols Biologicals and coordinated by VWDB, includes Biocom California as a statewide industry association representing hundreds of life science members and hosts the name on the credential to ensure industry

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<sup>21</sup> Aero-Flex website: <https://www.sbwib.org/aero-flex>; Bio-Flex website: <https://www.sbwib.org/bioflex>

recognition. Other members of the Collaborative include Los Angeles Mission College (LAMC) serving as the hub which administers the virtual exam and issues the digital badges to students earning the credential. Representing two additional biotechnology programs, Glendale Community College and Citrus College also participate as members of the BioTC Collaborative. In addition to Grifols, the Collaborative partnered with six additional companies to develop the assessment instrument: Amgen, Takeda, Gilead, Neutrogena, Prolacta, and Kite. The seven companies have committed to guarantee an interview for any student who has earned a credential and is seeking employment.

- The BioTC Collaborative developed the testing protocols and process using the Canvas Learning Management System to administer the assessment instrument virtually and generate the digital credential. The COVID-19 pandemic brought to light the need for an efficient system for implementing the credentialing process utilizing a flexible and well-known tool like Canvas and using LAMC as a hub. All students earning the credential will receive career services from the Verdugo Jobs Center and have their resumes entered into a business portal hosted by Biocom Institute so they are easily accessible by the hundreds of Bioscience companies that are members of Biocom. Partnering with the Bioscience companies and the colleges assists the Collaborative in meeting employer needs while moving job seekers into technical jobs that offer competitive wages in a growing industry at the forefront of sustaining the health and well-being of people around the world. To date, a total of 76 students have registered for the assessment; however, only 61 completed the assessments and of these, 50 students earned a passing score and received the digital BioTC. A total of 46 students are now full-time, permanently employed in training related occupations.

To help meet the demand for hundreds of trained workers in the Antelope Valley, a partnership was developed among Northrop Grumman, the City of Palmdale, the Los Angeles County WDB, and Goodwill Southern California, which operates the Santa Clarita AJCC. This customized manufacturing training program uses a curriculum developed by Northrop Grumman. Students participate in 16 weeks of intensive training, which culminates in a guaranteed round of job interviews from which Northrop Grumman has first pick of graduates. Employees fabricate and assemble large aircraft. To date, there are nearly 2000 trainees and more than 1700 hires at an average wage of \$22.49. That includes 52 hires in 2022 at \$26 per hour. Northrop has agreed to work with the County to develop Registered Apprenticeship Programs in Non-Destructive Testing Technicians and Aircraft Assembly technicians.

Pre-Apprenticeship Project in Early Childhood Education (ECE): While Education is not one of the VWDB's industries of focus, participant need drives this project. Participants that are in training and looking for work continue to find quality childcare as one of the greatest barriers to employment and the VWDB is committed to addressing this challenge. The VWDB partnered with three employers: Pacific Health Clinics, Families Forward and Bright Minds, and developed a pre-apprenticeship approved by the Division of Apprenticeship Standards (DAS). Targeting ELL and low income parents in the Head Start system, the pre-apprenticeship will

generate new teacher aides for their Head Start and childcare programs. Los Angeles Mission College will provide the virtual technical training where the students will earn six units. Students will begin their paid work-based learning while attending classes and graduates will be hired by the three employers. The VWDB will continue to expand its employer base for this project to continue its pre-apprenticeship expansion. The first cohort began on February 6, 2023, and will complete on June 2, 2023.

In addition to the apprenticeships described above, the region's WDBs are collaborating on a number of other fronts to promote apprenticeships. For example, the LABRPU developed a detailed process to facilitate co-enrollments into the SBWIB's construction apprenticeship program. The LA City WDB is working with the Mayor's Office and the LAUSD to convene an apprenticeship policy summit to increase apprenticeship opportunities in nontraditional sectors and is working to implement policy recommendations included in the City's Apprenticeship Strategic Plan. Further descriptions of sector initiatives that are aimed at specific target populations are described in Section D of the regional plan.

#### ***D. Enabling Upward Mobility for All Californians***

- *How the RPU defines job quality and prioritizes work with employers who provide quality jobs.*
- *How the RPU works together to develop targeted services strategies for the region's unserved and underserved communities.*
- *How the RPU defines equity and how it ensures equal access to the regional sector pathways, earn-and-learn opportunities, supportive services, and other effective service strategies identified by the RPU.*

Through the vigorous and ongoing use of labor market data, the LABRPU identifies growing and in-demand occupations and career pathways which lead to economic security for job seekers and incumbent workers. The RPU supports employers who provide quality jobs primarily through its sector initiatives, which target occupations where it is possible to earn family-sustaining wages and comprehensive benefits, as illustrated by the many examples in the previous section.

The LABRPU and its partners have identified a number of shared target populations and have developed specialized service strategies to assist those individuals in progressing toward economic security. One of the primary pillars of the LABRPU's previous regional plan was to ensure inclusiveness and accessibility, enabling all individuals to train for and obtain quality jobs. This includes historically unserved and underserved populations. The LABRPU used its Slingshot 3.0 funds to provide additional "employment supports" or supportive services to participants belonging to underserved populations while engaged in "rapid re-employment" activities including direct placement, paid work experience, on-the-job training, and earn and learn apprenticeships.

As an example of working together to serve a shared target population, the LABRPU is a national leader in serving individuals with disabilities and is helping employers tap into this valuable talent pool while connecting job seekers with disabilities to the training and support they need to enter rewarding careers. One of LABRPU's top priorities for the region is to ensure access to training programs and career pathways for people with disabilities, which is being accomplished by working with partners and employers to eliminate barriers, create inclusive processes and services, and build the knowledge and resources to support individuals with disabilities. Partners validated this priority at stakeholder input sessions.

The LABRPU implemented an integrated strategic co-enrollment system throughout the region to serve individuals with intellectual or developmental disabilities (ID/DD). The strategic co-enrollment strategy is based on the successful system designed and used in the Verdugo Computer Numerical Control (CNC) Academy at Glendale Community College. The Academy was founded at Glendale Community College in 2015, in partnership with the VWDB, the Verdugo Jobs Center, State of California Department of Rehabilitation (DOR), the Lanterman Regional Center, GCC and other workforce and community organizations. Local manufacturing employers helped to design the Academy to train adults with ID/DD, targeting individuals with Autism Spectrum Disorders (ASD), as Computer Numerical Control (CNC) Machinists. The partners developed a strategic co-enrollment system to facilitate access and ensure participants receive all the services they need to successfully complete the career pathway program and attain full-time permanent competitive integrated employment. Using this system, the partnership has achieved an 88% entered employment rate for this underserved population, and the program has become a best-practice model for similar training initiatives state-wide. The Verdugo strategic co-enrollment system was used as a model for the LABRPU to develop a similar system that facilitates co-enrollment across the WDBs, in alignment with WSD 19-09.

The LABRPU strategic co-enrollment system promotes a common intake system where a co-enrolling AJCC operating under a different WDB can access the application and backup eligibility documents from CalJOBS. Using existing information, the AJCC can open a new WIOA application in the system to co-enroll a participant without requiring a participant to complete another application or eligibility packet. The initial case manager and co-enrolling case manager coordinate services and agree on which services will be provided by each, allowing the leveraging of resources while facilitating access to career pathways available throughout the LABRPU. The case managers will co-case manage with only one taking the role of primary case manager so that the participant is only communicating with one case manager and ensuring a seamless delivery of service.

The strategic co-enrollment system is in place and all seven WDBs have participated by co-enrolling with another WDB. The focus of co-enrollment was the CUPP available through SBWIB; however, other programs were also used for co-enrollment. Co-enrollments in the pilot allowed one AJCC to provide training services and job placement assistance to a participant while another provided Individualized Career Services and supportive services. Based on this

pilot, the co-enrollment system will be fully implemented to facilitate the co-enrollment of participants in any career pathway or apprenticeship in the LABRPU. This co-enrollment will maximize the opportunities available for participants to gain the technical skills they need to earn competitive wage and achieve economic equity.

Since the pandemic, co-enrollment has been modified to adjust for virtual services. For the Verdugo Workforce Development Board, a pre-application policy was implemented to provide immediate and emergency services to participants. Electronic applications from the CalJOBS system as well as the electronic upload of backup documents facilitated services; however, to maintain confidentiality, these e-documents are sometimes shared with partners in hard copy and hand delivered if secure e-systems are not available.

Based on the feedback from partners and stakeholders who participated in the community forums and meetings for the Local Plan Modification in 2019, the same strategic co-enrollment system was adopted to serve other special populations and assist in ensuring access to all services needed as well as program retention. A version of this system was adopted for ELL customers and for individuals who are homeless.

To enhance service access across the LABRPU and to further co-enrollment efforts, LA County WDB is exploring piloting a stand-alone Virtual AJCC that currently does not exist as a fully realized full-service AJCC, as part of our comprehensive AJCC network/workforce development system. The County envisions this investment as a crucial step to ensuring access to our workforce development services are expanded, maximized, and made more equitable. Currently, AJCCs have ad-hoc virtual services available to LA County residents that were made available as a result of the pandemic but in recognition of the need to ensure expanded and equitable access to services beyond the pandemic and subsequent recovery, and as we move towards supporting our residents long-term, the goal of the Virtual AJCC is to provide users the information and services found at brick-and-mortar AJCCs across LA County, no matter the time or where they are located, making it convenient for users and expands the reach of our workforce development system. LA County WDB will move to expand this to the entirety of the LABPRU through intentional regional inputs. Work closely across the RPU to ensure equitable access and leveraging of the Virtual AJCC as a shared resource for our system, recognizing the virtual successes already achieved like the partnership between SELACO and Career Hub to develop virtual follow-up processes and services.

To further align VWDB local strategies to those in the Regional Plan, as well as to support regional career pathways, the VWDB is the project lead to coordinate the Communication Strategy on behalf of the LABRPU. Responsibilities include, but not limited to, identifying the appropriate marketing tools to ensure the region's promotion of regional workforce development activities to all stakeholders. Currently the VWDB is managing the regional website: <https://www.labwn.com> which serves as the communication means for AJCC staff to access information on current career pathways and continue co-enrollment to maximize opportunities for their participants.

The LA Basin is also home to many system impacted individuals. Connecting these individuals to sustainable, well-paying career pathways is critical to reintegrating them with their communities and preventing recidivism. The LABRPU's Prison to Employment (P2E) initiative is focused on helping people impacted by the justice system overcome the complex barriers they face, and enter a path to a rewarding career, self-sufficiency, and a better life. The P2E program is an innovative collaboration between the Workforce Development Boards, County Probation, California Division of Corrections and Rehabilitation (CDCR) systems, community-based organizations that serve this population, adult schools and community colleges, and America's Job Centers of California (AJCCs) across the region.

Through alignment of resources and expertise, the LABRPU is taking a holistic approach to supporting program participants, with access to education, training, and apprenticeships as well as housing, transportation, childcare, mental health services, substance use disorder treatment, and individualized case management. LABRPU established partnerships with justice serving organizations to assist in the recruitment, enrollment and supports for the reentry population. This included creating an electronic referral system that allows LA County Probation to make and track direct referrals to the AJCC system. The RPU is also participating in a direct referral system utilized by the CDCR Department of Adult Parole.

The RPU has also put in place several supports at designated AJCC re-entry hubs that will help ensure access and success for this targeted population. Some of these supports beyond regular career services include intensive case management services, connection to community support services, staff trained to work with the population, and the inclusion of other previously incarcerated individuals to support as peer navigators. The Los Angeles County WDB launched the Fair Chance Hiring initiative to remove barriers for highly qualified job applicants who have a past criminal conviction and to encourage employers to consider this worthy talent source. The City of Los Angeles also supports this effort as well as the LAEDC.

The RPU has targeted four priority sectors that have historically supported the hiring of formerly incarcerated individuals: Construction, Manufacturing, Transportation/Logistics and Hospitality. Each of these sectors provide opportunity for this population within the high demand and living wage goals of the region.

The LABRPU is also working with education partners to address educational disparities. As detailed in Section A, the Latinx population is overrepresented amongst those who have not obtained a high school diploma. In the LA Basin, one in six young people ages 18 to 24 are out of work and out of school. The LABRPU and its partners are working to reconnect youth to their schools, communities, employers, and a brighter future. One of the most ambitious, comprehensive, and far-reaching models in the country, the Los Angeles Performance Partnership Pilot (LAP3) program is focused on reengaging disconnected youth to educational and work-readiness services.

In an innovative partnership with the Los Angeles Unified School District (LAUSD), the County

of Los Angeles, community colleges and California State Universities across the region, the Los Angeles Chamber of Commerce, the Los Angeles Housing Agency, and over 50 organizations, the LAP3 program connects youth to a full range of educational, training, work experience, job placement, and support services that help them overcome barriers as they enter adulthood. Recognized by the U.S. Department of Education and National League of Cities as a model of best practice, the LAP3 collaboration shares vital resources across regional service providers, improving efficiencies and decreasing competition. The program additionally reduces the number of hoops youth participants must jump through to access services.

The seven WDB's of the LABRPU also entered into a non-financial Memorandum of Understanding (MOU) as part of the region's commitment to improve outcomes for opportunity youth including foster, justice involved, homeless and TANF youth. The MOU helps the region leverage their impact and prioritizes 30% of the region's collective WIOA youth dollars to serve these most vulnerable populations. The LABRPU's shared aspirational vision is that:

- By the age of 16, opportunity youth shall have completed 100 hours of work experience;
- By the age of 18, opportunity youth shall have completed 300 hours of work experience;
- By the age of 21, opportunity youth shall have graduated from high school, have permanent housing, and be connected to postsecondary education and/or have unsubsidized employment earning a living wage.

The LABRPU is also coordinating across the region on the Transitional Subsidized Employment (TSE) Program. With SBWIB as the administrative lead, this sole source agreement with the Los Angeles County Department of Public Social Services (DPSS) is the largest program of its kind in the nation. The TSE program is among several countywide programs that target individuals on public assistance (TANF), as well as General Relief Opportunities for Work (GROW), foster youth, probationary youth, transitional aged youth, and aide's homeless individuals through special initiatives throughout the LA Basin. More than 900 employer and LA County Department worksites located throughout the region have agreed to use their businesses as a platform for providing hands-on paid work experience (PWE) and On-The-Job Training (OJT) opportunities for these individuals. Participating industry sectors range in variety and include: retail, transportation, hospitality, manufacturing, healthcare, and construction.

With regards to serving homeless individuals, the region's WDBs are partners to the LA:RISE initiative. Funded initially in 2014 with a \$6 million, five-year Workforce Innovation Fund grant from the U.S. Department of Labor, the LA:RISE brought together private, social enterprise organizations and public workforce development system partners along with personal support providers and employer partners to support individuals experiencing homelessness, individuals with a history of incarceration, and opportunity youth. Under the LA:RISE, participants receive a steady paycheck while in transitional employment at a social enterprise along with the counseling, barrier removal support, and training needed to succeed in the workplace from a City AJCC/WorkSource or YouthSource Center partner. The participants progress from transitional, subsidized employment to unsubsidized, competitive employment in the open labor market. Job retention and personal support provider partners

provide intensive employment retention services for twelve months after LA:RISE participants have been placed in unsubsidized employment to assist participants who may need additional coaching and mentoring to maintain or advance in employment.

The LA:RISE consists of twelve social enterprises/ transitional employment providers, five City AJCC workforce partners, and two specialized job retention providers. As a result of the program's success placing individuals into subsidized transitional jobs, LA:RISE is now locally funded by a City General Fund allocation, LA County Measure H, and other workforce funding, averaging \$6 million per year. In 2021, LA:RISE was awarded the prestigious LA County Top Ten Productivity and Quality Award for the successful operation and outstanding impact to our local communities.

The Regional HOME program is being conducted by five of the seven WDBs in the County: Foothill, Pacific Gateway, SELACO, South Bay and Verdugo. Regional HOME combines transitional subsidized employment paired with employment services provided by the AJCCs to assist participants experiencing homelessness obtain unsubsidized employment. The WDBs provide wrap-around services and soft skills training to participants.

The LABRPU's RPI 4.0 project focused on activities to strengthen the system's focus on income mobility, equity, and inclusion. Within the region, some cities and/or WDB's have established equity, diversity, and inclusion plans and programs. The LABRPU is developing benchmarks and a method to track professional development for staff and partners to enhance their skills and abilities in meeting the needs of target populations. Upon completion of a designated curriculum of trainings, workshops, and events, those who meet the necessary activity requirements will receive a certificate of completion for the LABRPU's Equity, Diversity, and Inclusion Initiative. This certification will enable certificated staff to take what they have learned and implement their own workforce development-based Equity Diversity and Inclusion Initiative (EDI) as a workforce development board-certified EDI advocate.

In addition, the LABRPU will work together to develop a collaborative and current strategy to address the pressing issues of inequality, lack of diversity, and lack of opportunity. This includes facilitating community conversations and engagement, and training in race, equity, and high road jobs to promote improved service delivery, income mobility for individuals with barriers to employment, and growth in the regional economy.

The above initiatives targeting individuals with disabilities, justice involved individuals, opportunity youth, homeless individuals and those receiving public assistance illustrate the deep commitment of the LABRPU to serving those most in need of workforce services. These initiatives reflect the RPU's focus on ensuring that historically unserved and underserved communities have equal access to regional sector pathways, earn and learn opportunities, and supportive services.



#### *E. Aligning, Coordinating, and Integrating Programs and Services*

- *Any regional service strategies, including use of cooperative service delivery agreements or MOU.*
- *Any regional administrative cost arrangements, including the pooling of funds for regional administrative costs.*

Regional service strategies have been described throughout this plan and include: the robust and iterative use of labor market data; targeting resources at priority sectors; working closely with employers to understand their workforce needs and how to best address them; strong collaboration with partner organizations; and specialized efforts to reach underserved populations.

The approval of this Plan by the seven WDBs represents agreement among them on regional collaboration within the RPU. No separate Memorandum of Understanding (MOU) or Cooperative Service Agreement has been developed solely for this purpose. However, in addition to the MOU's already detailed in this plan, there are additional agreements among the boards on services to specific target groups and concerning unique initiatives. These include:

- An Intermediary Agreement among all seven WDBs establishing the County of Los Angeles Youth at Work Program as a countywide effort for the provision of paid work readiness training, and work experience for youth while providing dollars from federal, State and County General Funds to augment WIOA efforts. Each year about 10,000 youth are served by the LABRPU.
- A MOU among the local boards and the State Employment Development Department establishing the Veterans' Employment and Training Services (VETS) Committee, which, again, seeks to share information and best practices, and to marshal resources to ensure quality services to veterans.
- A Letter of Agreement pertaining to an action plan for the SlingShot initiative signed by local WDBs and the Ventura County WDB, creates a model for developing regional sector pathway programs.

As described throughout the Plan, in order to promote efficiency and improve the delivery of services, the local WDBs have a long history of sharing resources and working in collaboration on numerous projects. Examples of such collaborative efforts for which agreements are in place include:

- The Los Angeles County WDB has entered into agreements with each of the other WDBs under which TANF, Juvenile Justice Crime Prevention Act, and General County funds are distributed for the operation of the year-round Youth@Work employment program;

- The Los Angeles County WDB works directly with the County Department of Public Social Services to administer components of the CalFresh Employment & Training program in partnership with REDF who provides technical assistance to local Social Enterprises as a means to leverage the programs' 50% reimbursement model. The Los Angeles County WDB is planning to expand CalFresh E&T services and offerings through extended partnerships and in collaboration with the County Department of Public Social Services GROW Redesign efforts.
- The Los Angeles County WDB has entered into agreements with the other WDBs under which funds are provided to serve targeted populations including individuals experiencing homelessness (Measure H) and justice-involved populations through the INVEST program (SB678);
- On behalf of the County Department of Public Social Services, the South Bay WIB administers a TANF-funded Temporary Subsidized Employment Program entering into agreements with some WDBs and AJCC service providers across the region for the operation of the program;
- Both the City of Los Angeles and Los Angeles County WDBs contract with each other to support two (2) shared AJCC sites; or for the delivery of specific workforce development programs;
- WDBs within the region have an agreement with the South Bay WIB for the I-TRAIN system, through which the eligibility of training providers and programs is vetted, and, once placed on the Eligible Training Provider List, monitored for on-going compliance and performance.
- Helping shape the content and approach to rapid response service delivery are the Standards of Practice developed by the Southern California Rapid Response Regional Roundtable, which includes practitioners representing the following WDBs and providers: Anaheim, Foothill, Imperial County, Los Angeles City, Los Angeles County, Northern California Indian Development Council, Orange County, Pacific Gateway, Riverside County, San Bernardino County, San Diego County, Santa Ana, SELACO WDB, South Bay, Ventura County, and Verdugo. U.S. DOL and EDD representatives have also contributed to the structure and processes represented by the Standards of Practice. The Standards of Practice serve to clarify and allow for the implementation of agreed upon guidelines to strengthen communication, promote a consistent level of performance, increase collaboration among Southern California Roundtable members, and standardize, streamline, and coordinate rapid response activities in each local service area.

## Attachment 1

### Stakeholder and Community Engagement Summary

The development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations as well as WIOA core, required, and strategic program partners. These partnerships will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

Stakeholders participating in the planning processes should include but are not limited to, employers, labor organizations, education partners, human services and housing partners as well as community-based organizations that provide services to target populations such as: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email invitation to all partners. Meetings held on Zoom 1/10/2023 and 1/18/2023	All Partners and Stakeholders across region	Attached	Attached

## Attachment 1(a)

LABRPU Stakeholder input session for regional plan  
Jan 10, 2023

### Attendees:

1. Roksana Bahram, UCLA Extension
2. Désirée Guzzetta, City of Los Angeles Economic and Workforce Development Department
3. Hedy Diaz - Premiere Career College
4. Betty Sedor, El Camino College
5. Michell Cao, City of LA Economic and Workforce Dept
6. Yolanda Castro, Southeast Los Angeles County Workforce Development Board (SELACO WDB)
7. Jorge Marquez, Commissioner with the LA County WDB and SVP for RobertHalf (NYSE: RHI)
8. Jarrod DeGonia - Los Angeles County Workforce Development Board
9. Anthony Raygoza EDD Manger SELACO AJCC
10. Dr. Enrique Medina LA WDB Commissioner/ Pomona Chamber of Commerce Past-President
11. Tammy Ferranti-Lansdown - SELACO Workforce Development Board, Cerritos
12. Meredith Alvarez - Southeast Los Angeles County Workforce Development Board (SELACO WDB).
13. Stacey Girdner, One Stop Operator, SELACO WDB
14. Brandy Pacheco - California Truck Driving Academy (CTDA)
15. Elvis Carias - Burbank adult school
16. Justin Wallace - Director of Business Partnerships, College of the Canyons
17. Tim Ryder, board member SELACO WDB, Microsoft
18. Yvonne Rodriguez, Paramount Adult School
19. Linda Hu/ Erica Esteban, American Dental Academy
20. Denise Moran, Pomona Valley America's Job Center
21. Teresa Jimenez, Premiere Career College

There has been a decline in student registrations at community colleges. Students trying to determine if it's worth it to attend higher ed. More and more employers are not requiring degrees, just want employees with good work ethic that they can train. Colleges need to figure out what their value proposition is to share with potential students. Last semester they were about 60% online, 40% in person; this semester about 50%/50%. Students have gotten used to having online classes, and so they are offering more and more of that. Campus used to be busy with people and now sometimes feel deserted.

People no longer complete their degrees before going to work – higher ed needs to figure out how to accommodate that, offer more short-term trainings. Especially middle-aged adult learners can now access more education with virtual classes – don't have to worry about commute time, parking, childcare, etc.

Chamber of Commerce – seeing high demand for entry level positions. Also fewer jobs in IT sector (over the last 6 months).

Remote work has changed the way that companies hire. Has opened up more opportunities for people across the LA Basin – previously employers didn't want to hire people who lived too far away. Also has required workers to have new skills, be able to work effectively from home.

Did it open up opportunities for historically under-served communities? DEI has become more important for employers, both public and private. Apprenticeships help people without degrees access careers and create a more diverse workforce. More companies are moving toward skills-based hiring instead of credential-based hiring.

Infrastructure is not all in place to meet the demand for people to work remotely. Not sufficient broadband or having the technology at home. Is causing them to change the types of supportive services being offered.

Seeing more employers taking advantage of programs and resources. Since pandemic added so much funding out there to support employers, they became more aware of tax benefits, etc.

Seeing employees move farther away. The concept of community is blurring, as people seek lower cost housing elsewhere. He works with manufacturing. Historically manufacturing has seen less volatility, they are still looking for workers and see a skills gap around critical thinking skills and analysis around improving processes.

Community colleges could do more to get people out the door who are immediately employable.

They have seen increasing number of enrollments in their ESL courses.

Short term vocational training is more in demand than ever, for example medical assistant. Employers calling them looking for people to hire. Seeing more DACA students.

Attachment 1(b)

LABRPU Stakeholder input session for regional plan  
Jan 18, 2023

31 attendees include SELACO, LA County, Verdugo WDBs; EDD; DOR; labor; education; other partners.

Attendees:

1. Sherryl Carter, Cerritos College
2. Sean Glynn, Hospitality Training Academy
3. Sam Askari, NIU College
4. Kim McNutt, CSU-DH
5. Stacey Girdner, SELACO WDB
6. Greta Setian, LA County WDB
7. Margie Moriarity, Whitter Union Adult School
8. Justina Munoz, SBWIB
9. Tammy Ferranti-Lansdown, SELACO WDB
10. Inez Bush, Otis College
11. Amber Chatman, UNITE-LA
12. Andy Lugo, Department of Rehabilitation
13. Connie Chan, EDD
14. Ani Khachikyan, Verdugo Jobs Center
15. Marisol Castillo, Caledonian Inc.
16. Shelby McIntyre, Glendale Community College
17. Edgar Castillo, UNITE-LA
18. Ben Espitia, Goodwill
19. Cendy Tiscareno, El Rancho Adult School
20. Anna Aylozyan, Department of Rehabilitation
21. Michael Graff-Weisner, Chrysalis
22. Ana Segura, ABC Adult School
23. Jarrod DeGonia, LA County WDB
24. Judith Velasco, Verdugo WDB
25. JoAnn Garner, Paramount Unified School District
26. Maritza Dubie-Urbe, LA County WDB
27. Madeleine Brand, Hospitality Training Academy
28. Meredith Alvarez, SELACO WDB
29. Mindy Chung, Norwalk-La Mirada Adult School
30. Sharis Davoodi, Glendale Community College
31. Michael Trogan, SBWIB

Partner input:

Adult ed – students are asking for online and evening classes.

“I am seeing more students who want to work on their own, from home, making their "side hustle" their primary job.”

Community college – enrollments are way down, particularly with HS graduates. Offering more modalities than ever - timing of classes, other supports. Glendale College trying to do more targeted marketing campaigns. Being proactive about stop-out students, students who registered but didn’t enroll. Doing postcards, text outreach, etc. to see what supports they can offer.

Dominguez Hills College also doing more to re-engage students who stopped out. People also looking for more short term, industry specific credentials that help them to get a job.

What are people are doing to serve ELL?

“Older workers with less digital skills seem to be much more impacted.”

“The Hospitality Industry is still hiring and will be gearing up for upcoming major events in upcoming years such as world cup and Olympics with new hotels being built and developed. Many of the jobs are good union jobs. Client interest in training for these positions has been down since the pandemic and those who are interested require additional services. One response to COVID that should be kept includes any relaxing of requirements for verification documentation for reporting or eligibility as these can be barriers for the low-income people we serve.”

“Now that everything has gone online/remote, we have a lot of students that have struggled with computer skills (we service injured workers).”

Students choosing to enroll in shorter term course than longer term ones. People taking morning classes short term until they have enough skills for the job, then switch to evening classes while they are working.

“Seems more customers want to work from home. Childcare costs are a reason for the request. However, many do not have a computer or the skills.”

“Access to and comfort with technology for older workers and, especially those who are English Language Learners. In addition, issues regarding keeping one’s personal information safe and secure when sharing for being asked to submit personal information digitally.”

“Some customers only have smart phones and "phone literacy" is becoming an educational need.”

Ideas on economic mobility? Data still shows that education increases people’s income.

Adult school partner shared that it is hard to get women into the trades, or to find them an equivalent type of profession that doesn't require a 4 year degree.

Other chat comments:

Glendale Community College CTE Programs Outcomes Survey that shows significant wage increases after credential/degree attainment:

<https://cteos.santarosa.edu/sites/cteos.santarosa.edu/files/collegereports2022/Glendale%20Community%20College%20CTEOS%202022.pdf>

Low skilled Job Seekers are opting out of the minimum wage job options because it's not a living wage or they cannot get enough hours. Good candidates for training.

We offer a portfolio of 50 education and training programs for upskilling/reskilling.

[www.csudh/ccpe](http://www.csudh/ccpe)

Transition age youth are continuing to have to make tough choices between education programs to enhance skills and workforce profile and meeting their basic needs. Increase of cost across all aspects of life are causing TAY to stop out of the process in general. Mental health challenges between the trauma of covid and feeling left behind in the economy has many youth disconnected. Engagement of this population is grossly impacted.

Mental health is a hot topic during these semi-post pandemic times.

To remain job resilient, workers must engage with lifelong learning over their entire working career.

Increased funding for low skilled workers to enroll in training programs to increase their income and their knowledge, skills and abilities.

Moving individuals from entry level employment to jobs that lead to economic self-sufficiency is a long term endeavor that often times takes a number of years to attain especially if we are assisting single parents with one or two children.

Additional recommendations from GCC:

- To be expanded: Sharing of marketing resources with key workforce stakeholders
- Further develop: Share efficient and accessible ways that impacted workers can navigate higher education and relevant training provider websites/facilities.
- Recommendation for all stakeholders: align common language (e.g., credential definition) to standardize communication materials with populations served.
- Advocacy for industry to assess and modify (if appropriate) minimum education requirements for certain positions based on shorter credential programs that community colleges provide.



What can system do to foster resiliency? Is system doing a good job working together?

Can be a challenge for line staff to remember all the resources that are out there and available to customers – challenging enough to remember what their own organization does.

Need to make sure we are preparing people with the necessary life skills and work readiness skills.

Some employers (including government) have too many requirements for entry level jobs. Made the requirements more stringent when there were a lot of workers and haven't rolled it back now that the labor market is tight.

Universal basic income – county is doing a small pilot project testing it.

Housing is a big issue. Resources out there but may be very siloed, don't reach everyone. Housing is a national crisis.

"To build on the Living Wage definition systemically we tend to focus on the \$22 rate/hr. which is for a single person; however, for a single parent with at least one child the rate is \$44/hr. in

L.A. County. We need to structure our programs to reflect this reality."

"Excellent point. AB 2881 shows great progress for parents (on the academic side at least): <https://thepregnantscholar.org/california-ab-2881-new-rights-for-parenting-students-in-ca/>"

"Thank you for raising PAI! LA County has launched a pilot in support of this initiative see here for more details: <https://ceo.lacounty.gov/pai/>"

"I am in agreement, especially as you increase the size of the family, income must be raised."

People questioning the value of a college degree. Need to do a better job communicating what that value proposition is.

"Creative jobs can lead to a great career and we offer certificates, some as short as one year (Game Design).

Otis College puts out an Annual Report on the Creative Economy focusing on the ways in which California's creative industries form an essential part of its overall economy. The new report is launching on February 10th. <https://www.eventbrite.com/e/launch-event-for-the-2023-otis-college-report-on-the-creative-economy-tickets-515356373787>

Former reports are available on <https://www.otis.edu/creative-economy>."

Because LA County is so huge, need to continue to work on working together effectively. For example, need to work together to contribute to the CERF effort. Opportunity to better mobilize ourselves as a region. LA EDC is taking the lead on it, but still need more representation for this vast effort. <https://laedc.org/cerf/>

“Additional relevant goals discussed recently at GCC:

- Develop opportunities to foster more intentional industry/education partnerships for internships, apprenticeships, and work-based learning
- Foster improved communication opportunities between relevant stakeholders in the local workforce ecosystem (data/researchers, industry, education, community workforce providers, etc.)”

United LA also has a K-16 efforts underway:

<https://www.unitela.com/unitela-celebrates-regional-18-million-collaboration-grant-to-increase-education-equity>