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# COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES

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*To enrich lives through effective and caring service*



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Cynthia D. Banks  
Director

Otto Solórzano  
Chief Deputy

July 18, 2017

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

## **APPROVAL OF LOS ANGELES BASIN REGIONAL WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) WORKFORCE DEVELOPMENT PLAN AND LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD WIOA LOCAL AREA PLAN FOR PROGRAM YEARS (PY) 2017-2020 (ALL DISTRICTS AFFECTED) (3 VOTES)**

### **SUBJECT**

Workforce Development, Aging and Community Services (WDACS) seeks your Board's approval of the *Los Angeles County Workforce Development Board WIOA Local Area Plan for PY 2017-2020* (Local Plan; Attachment 1) and the *Los Angeles Basin Regional WIOA Workforce Development Plan for PY 2017-2020* (Regional Plan; Attachment 1). The Regional Plan outlines a shared vision among the region's seven local workforce development boards, community colleges, adult schools, economic development organizations, labor organizations, nonprofit organizations and other workforce partners for the development of a skilled workforce that meets the needs of businesses, and for the creation of pathways to the middle class for the region's residents. The Local Plan operationalizes the strategies outlined in the Regional Plan and provides details on the specific efforts that the Los Angeles County Workforce Development Board (L.A. County WDB) and WDACS intend to undertake to meet the workforce needs of local businesses and job seekers, especially those with barriers to employment, through our network of America's Job Centers of California.

# **ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

24 July 18, 2017

LORI GLASGOW  
EXECUTIVE OFFICER

**IT IS RECOMMENDED THAT YOUR BOARD:**

- 1) Approve the *Los Angeles Basin Regional WIOA Workforce Development Plan for PY 2017-2020*. The Regional Plan is due to the State by July 29, 2017.
- 2) Approve the *Los Angeles County Workforce Development Board WIOA Local Area Plan for PY 2017-2020* and provide your Board Chair's signature indicating your Board's approval of the plan. The Local Plan with Board Chair signature is also due to the State by July 29, 2017.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

**Regional and Local Plan Approval Timeline**

At your Board's February 28, 2017 meeting, WDACS presented an overview of the Local and Regional Plans and alerted your Board that once the California Workforce Development Board (CAWDB) reviewed and provided feedback on the Draft Plans, WDACS would be seeking your Board's approval of the final Plans in advance of the July 29, 2017 submission deadline.

On May 23, 2017, the CAWDB notified our Department that no revisions or additional information were required in the Local Plan and that the Local Plan was approved as submitted with commendation by the CAWDB. On June 16, 2017, the L.A. County WDB approved and forwarded the Local Plan to your Board for review.

On June 12, 2017, the CAWDB provided notification that the Regional Plan was approved and that no revisions are needed. We are now requesting your Board's approval of both Plans so that they may be submitted to the CAWDB by the July 29, 2017 deadline.

**Regional and Local Plan Development Process**

The workforce development system across the County of Los Angeles (County) came together to gather, review, and analyze information and input from business, economic development, education, social service and other stakeholders to inform the development of the Local and Regional Plans. Nineteen (19) highly interactive public Stakeholder Forums were held throughout the region to inform plan development, six (6) of which were hosted by the County.

The County hosted four (4) additional Public Comment Forums during a 30-day Public Comment Period to gain stakeholder input and feedback on the draft Regional and Local Plans. In addition to the stakeholder convenings, individual meetings were conducted with organized labor representatives, adult education providers and their consortia, business leaders and local elected officials, community-based nonprofit organizations, and economic development agencies. The planning was further guided by the identification

of workforce development “best practices,” which could be expanded and replicated throughout the County. In total, over 500 partners and stakeholders provided input that informed the development of the Regional and Local Plans.

### **Implementation of Strategic Plan Goals**

The recommended actions align with the County Strategic Plan, Goal I: Make Investments That Transform Lives, Goal II: Foster Vibrant and Resilient Communities and Objective II.1.3: Coordinate Workforce Development: Identify and align workforce development programs to provide career pathways for high-needs, priority populations and to support the labor needs of the County’s high-growth industry sectors.

### **FISCAL IMPACT/FINANCING**

The recommended actions carry no Net County Cost impact as all workforce activities outlined in the Local and Regional Plans are financed by federal and County funding that is included in the WDACS Annual Budget.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

WIOA, which amended and reauthorized the Workforce Investment Act, was signed into law on July 22, 2014 and went into effect on July 1, 2015. Section 106(c) of WIOA requires all Workforce Development Boards in a planning region to prepare, submit, and obtain Chief Local Elected Official approval of a single regional plan for the implementation of WIOA that incorporates plans for each of the local areas in the planning region.

On September 16, 2016, the California State Employment Development Department issued Directive WSD16-07 - Regional and Local Planning Guidance for Program Years 2017-2020, which outlines State requirements and instructions for the development and submission of Regional and Local Plans in each WIOA planning area, known in California as a Regional Planning Unit. The Directive set forth the required actions and timelines, described in this Board Letter, for the development, approval and submission of the Regional and Local Plans.

### **IMPACT ON CURRENT SERVICES**

The recommended actions will significantly increase the County’s effectiveness in serving businesses and job seekers through partnerships and collaborations among County departments, the Region’s Workforce Development Boards, and other workforce development partners.

The Honorable Board of Supervisors  
July 18, 2017  
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**CONCLUSION**

Should you have questions, you may contact me directly, or your staff may contact Ms. Cherylynn Hoff at (323) 395-8127 or [choff@wdacs.lacounty.gov](mailto:choff@wdacs.lacounty.gov).

Respectfully submitted,



CYNTHIA D. BANKS  
Director

CDB:OS:KA:ch

Attachment (1)

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

# ATTACHMENT 1

## **Los Angeles County Workforce Development Board WIOA Local Area Plan 2017-2020**

## **Los Angeles Basin Regional WIOA Workforce Development Plan 2017-2020**

**Exhibit 1:** Community College Strong Workforce Program Plan for the Los Angeles Region

**Exhibit 2:** Adult Education Block Grant Consortium

**Attachment I:** Principal Resources for Economic Analysis

**Attachment II:** Workforce System Stakeholder Forums and Engagement Process



**LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD**

**2017-2020 LOCAL AREA PLAN:**

**BUSINESS ENGAGEMENT, PROGRAM ALIGNMENT & SKILLS BUILDING**

**CREATING PATHWAYS TO THE MIDDLE CLASS**

**LOS ANGELES COUNTY  
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)  
LOCAL AREA PLAN FOR PROGRAM YEARS 2017-2020**

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Los Angeles County Workforce Development, Aging and Community Services (WDACS)

March 6, 2017

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## **ATTACHMENTS**

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## **A. COMPREHENSIVE STATEMENT OF VISION, GOALS & STRATEGY**

### **i. Strategic Vision**

In support of regional economic growth and economic self-sufficiency, the Los Angeles County Workforce Development Board's (WDB) Local Plan reflects a commitment to a vision that every business in Los Angeles County has access to skilled workers and other resources needed to succeed in a global economy, and every resident has equitable access to upward mobility and prosperity. This vision was crafted to support the California State Plan's vision to ensure upward mobility for all Californians through the alignment of workforce development programs with those of WIOA education partners to develop demand-driven skills among job seekers that meet the needs of businesses.

The Los Angeles County WDB is an industry-led board of senior executives appointed by the County's Board of Supervisors and charged with policy oversight of the County's Workforce Innovation & Opportunity Act (WIOA) workforce development system. The Los Angeles County Workforce Development, Aging and Community Services Department (WDACS) is the County's lead agency for workforce development. WDACS is responsible for administering the 2nd largest public workforce system in the State. WDACS is the fiscal and programmatic administrator of this system and is responsible for providing workforce services to the four million residents and roughly 300,000 employers in 58 of the County's 88 cities, and in all of its 151 unincorporated areas. In total, through its many departments, the County administers approximately \$650 million a year in economic and workforce development programs and initiatives. The roughly \$35 million in WIOA funding the County receives each year is nested within this larger County workforce and economic development system. This positions WDACS to maximize WIOA funding by braiding and leveraging it, to the extent possible, with other non-WIOA workforce and economic development resources.

To begin achieving the vision of the Local Plan, WDACS entered into the Phase I MOU agreement with the County workforce development system's WIOA core program and other required partners to align resources and remain actively engaged in the planning and implementation of an innovative, coordinated, data-driven workforce system that meets the needs of businesses, job-seekers, and the regional economy. The vision, goals and strategies outlined in this Plan are strongly linked to analytical data reflecting the characteristics of the L.A. Basin's regional economy. This data resulted from WDACS, in partnership with L.A. City, contracting the Los Angeles County Economic Development Corporation (LAEDC) to conduct an analysis of our region. This analysis resulted in the Los Angeles: People, Industry & Jobs 2015-2020 report that outlined existing and emerging in-demand industry sectors and occupations in our region. It is this analysis on which our Local Plan is based.

The submission of this Plan for State approval does not signal the end of our WIOA planning process. The purpose of the Plan is to serve as a blueprint for the implementation of strategies to achieve the County's WIOA goals. The plan will be adjusted over the next two years as strategies are tested, successes are measured, lessons are learned, and consumer and stakeholder feedback is gained. As per State mandate, a revised Plan will be submitted for State review and approval after two years of Plan implementation.

### **ii. Goals**

The County has established a set of goals for preparing an educated and skilled local workforce that were crafted to support the California State Plan's three policy objectives: (1) fostering demand-driven skills attainment; (2)



enabling upward mobility; and (3) aligning, coordinating and integrating programs and services to economize limited resources. The goals also support the State Plan's overarching stretch goal to produce, over the next ten years, one million middle-skill industry-recognized post-secondary credentials, certifications, professional licenses, and degrees with demonstrable labor market value, as well as to increase the number of Apprenticeship program enrollments. As indicated in the Regional Plan, the County will be working with the other six WDBs in our region to convene stakeholders to develop a plan to achieve the L.A. Basin region's share of the State's goal with regard to credential achievement.

### GOALS

1. Focus on the Needs of Business: In alignment with Regional Plan Technical Goal 3<sup>1</sup> and Strategic Goal 8<sup>2</sup>, actively engage industries that provide career pathways in in-demand priority sectors.
2. Spearhead System Alignment, Integration and Coordination: Lead efforts to align and integrate all WIOA partners within the AJCC system to allow for a robust menu of services for shared customers delivered in a true one-stop, franchise model.
3. Create Middle-Skill Credentials: Develop trainings in partnership with Carl D. Perkins Career Technical Education and Title II K-14, adult education and community college partners to teach skills that prepare individuals for middle income employment.
4. Expand Earn & Learn: Lead strategic partnerships with industry, education and the core WIOA partners to expand opportunities for individuals to earn wages while they learn on the job, thus enhancing their ability to secure unsubsidized jobs that pay competitive wages.
5. Strengthen Economic Development: Maximize WIOA's impact on economic development by galvanizing the County's economic and workforce development initiatives and strategies through its AJCC system.
6. Focus on WIOA Priority Populations: Increase the number of those in these populations who obtain marketable and industry-recognized skills and credentials to support their middle-income employment goals.
7. Increase Services to the Limited English Proficient: In alignment with Regional Plan Technical Goal 2<sup>3</sup>, better align with WIOA Title II Adult Education and Literacy programs to serve the County's Limited English-Proficient community.
8. Create System Inclusivity & Accessibility: Expand access to WIOA programs and services for WIOA Priority,<sup>4</sup> WIOA Target<sup>5</sup> and County Target<sup>6</sup> populations.

<sup>1</sup> Regional Plan (RP) Technical Goal (TG)-3: Engage industry leaders in each priority sector to: identify skill needs; review training content; determine the value of credentials; and recommend programs to address skill needs.

<sup>2</sup> RP TG-8: Implement a system-wide approach to industry engagement that would support the efforts of the seven boards and all system stakeholders.

<sup>3</sup> RP TG-2: Working with education partners, develop a plan of action for the system-wide delivery of basic skills and English language skills at levels reflecting need across the region.

<sup>4</sup> Priority Populations: Recipients of public assistance, other low income individuals, and individuals who are basic skills deficient according to the priority of service requirements in WIOA Section 134(c)(3)(E) for the WIOA Adult program. Within the basic skills deficient category, particular priority is placed on individuals whose English language proficiency is limited. Veterans and Eligible Spouses also receive priority under all WIOA programs.

<sup>5</sup> WIOA Target Populations: The following groups of people as defined in sec. 3(24) of WIOA: individuals with disabilities, including youth with disabilities; displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers; individuals within 2 years of exhausting lifetime eligibility under TANF program; single parents (including single pregnant women); and long-term unemployed individuals.

<sup>6</sup> County Target Populations: Those in WIOA priority populations, plus disconnected youth (inclusive of foster youth), ex-offenders, individuals with disabilities, those experiencing homelessness, and the LGBTQ community.

9. Continuous System Improvement and High Performance Board Standard: Establish high performance standards that ensure premium workforce services to job seekers, workers and businesses that exceed required performance.

In addition to aligning with the State Plan, the County's Local Plan goals were developed to align with L.A. County Board of Supervisors' (BOS) Strategic Plan Goals, as well as with countywide initiatives that involve distinct workforce development components. The County is in the unique position to serve as a leader in braiding and leveraging the L.A. Basin region's WIOA resources with those of the County's other economic and workforce-development resources. The County's workforce development system will lead the following countywide initiatives:

- **Countywide Youth Employment Program** – A coordinated partnership of the region's seven WDBs to provide paid work experience, financial literacy, career exploration, life skills, and work ethics to over 10,000 youth annually. The program is funded by TANF and General County fund dollars, and serves as a gateway for WIOA services.
- **L.A. Compact** - A collaboration between BOS, the County and City WDBs, and other local partners to pursue three systemic goals: (1) all students graduate from high school; (2) all students have access to and are prepared for success in college; and (3) all students have access to pathways to sustainable jobs and careers.
- **My Brother's Keeper** - A countywide initiative to better engage, serve, and produce improved education, work and life outcomes for boys and young men of color in the County.
- **Performance Partnership Pilot Program (P3)** – Braids federal, State and local funding of multiple County and City departments, and the Los Angeles Unified School District, to streamline a coordinated service delivery to produce better education, work and life outcomes for the region's disconnected youth.
- **Homeless Initiative** - The most comprehensive effort taken by the County to-date to combat homelessness through 47 strategies aimed to attack the root causes of homelessness and lift thousands of families and individuals out of homelessness and into better lives.
- **Prop 47 Initiative** - Galvanizes multiple County departments, programs and services to assist those whose incarceration sentences were reduced with a host of coordinated re-entry supports needed to fully integrate these individuals back into society.
- **Local and Targeted Worker Hiring Initiative** - Uses County investment in public works, affordable housing projects and economic development projects on County property as a catalyst for local job creation, construction careers training, and revenue generation targeted to assist vulnerable workers who face barriers to employment.
- **Disability Hiring Initiative** - Utilizes best practices in recruitment and hiring of those with disabilities to increase the number of these individuals employed in the County's workforce.
- **Local Small Business Enterprise, Disabled Veteran Business Enterprise, and Social Enterprise Preference Program** - Works to strengthen the local economy by supporting new businesses, growth of existing small businesses, creation of new local and disadvantaged worker employment opportunities, and achievement of social and environmental goals through private partnerships.
- **Minimum Wage Initiative** - Incrementally raises the minimum wage to \$15 an hour in unincorporated areas of the County over the next five years.
- **Non-Custodial Parent Program** - Aids unemployed non-custodial parents by connecting them to the AJCCs and other resources for job training, employment, peer counseling, parenting classes, and the reinstatement of their driver's license for work purposes.

The County's Local Plan goals were developed to ensure that it not only meets, but exceeds, its past performance which earned this WDB High Performing Board (HPB) certification in Program Year 2012-2013 for exceeding negotiated statutory indicators and performance measures. The L.A. County WDB was one of the 16 original WDBs in California to receive HPB certification, which remains in effect until 2019 when the next HPB certification occurs with the submission of the local boards' two-year WIOA Local Plan update. All WIOA Title I Adult, Dislocated Worker, Youth and Rapid Response program service providers in the County's AJCC delivery system are required to meet applicable State negotiated local area performance goals and required State rapid response reporting goals. To ensure its system exceeds negotiated performance goals, the County will be requiring all of its AJCCs in its new WIOA system, which rolls out July 1, 2017, to be certified for meeting high quality standards based on Malcom Baldrige National Quality Award Criteria. Quality will be achieved through a mandatory Continuous Quality Improvement (CQI) process that will be outlined, supported, monitored and evaluated by the County. Part of CQI is the comprehensive *Customer Service and Quality Control Plan* (QCP Plan) that will be required of all AJCCs and Title I program service providers. Each QCP Plan will be required to include methods used to ensure that quality services are provided to fully meet the performance required by the County, State and Federal governments. To ensure adherence to the continuous quality of services, the County will conduct regular, intensive technical assistance (TA) for AJCC operators and Title I program service providers. To ensure performance expectations for serving those with barriers to employment are met, the County will be establishing specialized AJCCs and special initiatives tailored to the needs of these populations.

### iii. Strategy for Core Programs Implementation

The County has developed twelve (12) strategies to work with its WIOA partners to align resources to achieve its vision that every business in the County have access to skilled workers and other resources needed to succeed, and that every resident have equitable access to upward mobility and prosperity. To support the alignment of resources, the County executed the WIOA Phase I MOU with 46 core and other required partners. The County is currently negotiating cost-sharing agreements and other requirements of the Phase II MOU which is on-track to be executed by September 1, 2017. The parties to the Phase I MOU are as follows:

- **WIOA Title I Adult, Dislocated Worker, Youth:** L.A. County Workforce Development, Aging and Community Services (WDACS)
- **WIOA Title II Adult Basic Education and Basic Skills (25):** Antelope Valley Union High School District; Azusa Unified School District; Baldwin Park Unified School District; Bassett Unified School District; City of Azusa; Claremont Unified School District; City of Covina; Culver City Unified School District; El Monte Union High School District; El Rancho Unified School District; Glendora Unified School District; Hacienda La Puente Unified School District; Monterey Park Monterey Library; Los Angeles Unified School District; Lynwood Unified School District; Monrovia Unified School District; Montebello Unified School District; Mt. San Antonio Community College District; Paramount Unified School District; Pomona Unified School District; Rowland Unified School District; Santa Monica Community College District; Santa Monica-Malibu Unified School District; Whittier Union High School District; William S. Hart Union High School District
- **WIOA Title III Wagner-Peyser:** State of California Employment Development Department (EDD)
- **WIOA Title IV Vocational Rehabilitation:** State of California Department of Rehabilitation (DOR)
- **Carl D. Perkins Career Technical Education (6):** Antelope Valley College; Citrus College; College of the Canyons; Mt. San Antonio College; Rio Hondo College; Santa Monica College
- **Title V Older Americans Act:** WDACS
- **Job Corps:** YWCA Greater L.A.
- **Native American Programs:** Southern California Indian Center, Inc.
- **Migrant Seasonal Farmworkers:** EDD

- **Veterans (JVSG):** EDD
- **Youth Build:** Youth Policy Institute
- **Trade Adjustment Assistance Act:** EDD
- **Community Services Block Grant:** L.A. County Department of Public Social Services (DPSS)
- **Housing & Urban Development:** L.A. County Community Development Commission
- **Unemployment Compensation (Insurance):** EDD
- **Second Chance:** L.A. County Probation Department
- **Temporary Assistance to Needy Families:** DPSS

### **The County's 12 Strategies to Implement and Align Resources of WIOA Partners:**

1. **Strategic Business Engagement:** In alignment with Regional Plan Technical Goal 3<sup>7</sup>, the WDB will lead the engagement of its WIOA and other partners in economic development efforts with major business and trade organizations to position workforce development as a key resource to attract and retain businesses and support their immediate and future talent and training needs. Targeted priority sectors include: *advanced manufacturing-including bioscience; construction; entertainment and infotech; health services; leisure and hospitality; and trade and logistics.*
2. **System Alignment and Regional Coordination:** In support of Regional Plan Strategic Goal 2<sup>8</sup>, the WDB will ensure partners' responsiveness to regional economic trends and workforce demands by organizing its system according to 10 workforce service delivery areas with each AJCC being responsible for serving as the hub of its service delivery area and ensuring the alignment and coordination of the network of partners and services within their respective areas.
3. **Career Pathways:** In alignment with Regional Plan Technical Goals 3<sup>9</sup>, 4<sup>10</sup>, 6<sup>11</sup> and 7<sup>12</sup>, the WDB will coordinate with business, industry, education, training and other partners to ensure that training credentials and education coursework are aligned with employer-validated competencies that result in career pathways within our defined priority sectors.
4. **On the Job Training:** The WDB will work closely with its WIOA and other partners to increase paid work experience opportunities--including apprenticeships, pre-apprenticeships, incumbent worker training, on-the-job training, transitional and subsidized employment, paid internships and project-based compensated learning--through engagement with business and unions.
5. **Engagement in the County's Economic Development Efforts:** The WDB will lead its partners' alignment with the BOS efforts and initiatives to positively impact the regional economy and strengthen the region's workforce system.
6. **Specialized Centers and Programs for Priority Populations:** The WDB will implement specialized job centers that will work closely with partners to provide tailored services to veterans and re-entry customers. AJCCs will deliver, in collaboration with partners, specialized programs and services for WIOA priority populations, and local targeted populations including participants with disabilities and limited English proficiency. AJCC

<sup>7</sup> RP TG-3: Engage industry leaders in each priority sector to: identify skill needs; review training content; determine the value of credentials; and recommend programs to address skill needs

<sup>8</sup> RP Strategic Goal (SG)-2: Develop a regional framework for delivering demand-driven services to guide planning and program development across the network of system stakeholders.

<sup>9</sup> RP TG-3: IBID

<sup>10</sup> RP TG-4: Adopt a regional definition of "industry-valued" to support credential efforts.

<sup>11</sup> RP TG-6: Adopt a slate of agreed upon regional sector pathway programs and regularly update.

<sup>12</sup> RP-TG-7: Once determined, develop a list of industry-valued credentials in the region.

staff will be trained in cultural competencies to ensure services provided respond to the unique characteristics and needs of each priority population.

7. **Accessibility & Inclusivity:** AJCCs will be strategically located in close proximity to or within partner feeder systems such as adult schools and community colleges with access to public transportation. Additional access will be provided through the County's library system and community centers. Every AJCC will ensure inclusiveness by providing technology to serve individuals with special needs, translation services, and facilities compliant with the Americans with Disabilities Act (ADA) requirements. Staff will be trained to be culturally competent and responsive to the circumstances and needs of populations with barriers to employment.
8. **Consistent Branding as America's Job Center of California:** The County's franchise model will ensure, among all partner programs, a consistent standard of quality, menu of services, customer flow and professional staffing through a single common brand: *America's Job Center of California (AJCC)*. In support of Regional Plan Strategic Goal 7<sup>13</sup>, WDACS will play a pivotal role in developing, testing and implementing a common countywide system that operates collectively and is responsive to the unique challenges and opportunities of every workforce service delivery area in the County.
9. **Integrated Service Delivery (ISD):** AJCCs will utilize the ISD model to align and maximize resources, avoid duplication, coordinate programs and integrate the services of all WIOA core and other required partners. AJCCs will serve as the central point of entry to all employment and training programs.
10. **Multi-Generational Workforce Development Services:** AJCCs will provide a continuum of multi-generational workforce development services to the student, worker or job seeker no matter where they are on their career path. This design is unique in that workforce programs for youth, young adults, adults, and older adults will be strategically offered in the same location under one roof.
11. **Technology for Efficiencies:** AJCCs will maximize all features of the CalJOBS system to manage customer flow, track customer service and outcomes, and facilitate shared case management among WIOA partners. Technology efficiencies will also be implemented to deliver services such as workshops and meetings remotely. In alignment with Regional Plan Strategic Goal 6<sup>14</sup>, AJCCs will coordinate referrals through the regional network of partners utilizing an automated referral system.
12. **Data & Performance Driven System:** AJCCs will meet aggressive performance targets in close coordination with WIOA core and other required partners. In addition to the six (6) WIOA accountability measures, AJCC performance will include analysis of customer-centered strategies, business engagement, assessments of effectiveness and customer satisfaction, quality improvement, and staff capacity. To better determine the performance of TANF participants, WDACS and DPSS will engage in data sharing to conduct a countywide data matching of those co-enrolled in TANF and WIOA services.

## **B. ALIGNMENT TO STATE PLAN POLICY STRATEGIES**

### **i. Description of Workforce Development System and its Programs**

Given the size of our region, the County has adopted an economic development model for planning that is comprised of eight (8) *economic development planning areas* that encompass all of Los Angeles County. In order to effectively reach communities across our Local Workforce Development Area, these planning areas are further divided into ten (10) *workforce service delivery areas*. Each AJCC in the County's one-stop delivery system will be responsible for coordinating all partner programs and services within the AJCC's assigned workforce service

<sup>13</sup> RP SG-7: Develop a framework for system messaging to strengthen the impact of messages to key customer groups.

<sup>14</sup> RP SG-6: Develop a communications platform for the region to promote the sharing of information throughout the workforce system.

delivery area. The system is built upon the delivery of a full complement of services to businesses, workers, and job seekers delivered through:

- 8 Comprehensive AJCCs fully integrated with EDD Wagner-Peyser partners, providing direct services to businesses and job seekers, and linkages to WIOA partner programs and services;
- 5 additional AJCCs, including a dedicated countywide Specialized Veterans AJCC, and a Specialized Jail-Based Job Center at L.A. County Sheriff's Pitchess Detention Center in Castaic to provide targeted workforce services to the re-entry population;
- 7 Affiliates; and
- A Centralized Business Services Coordination Team that leads the County's efforts to meet the needs of businesses and coordinate the work of business representatives at each AJCC.

To support the system's integrated service delivery model, AJCCs will house, to the extent possible, WIOA core and other required partner programs. These programs include WIOA Title I Adult, Dislocated Worker, Youth, Title III Wagner-Peyser, and Veterans employment programs, as well as WIOA Title II Adult Basic Education & Basic Skills programs, Vocational Rehabilitation, Older Americans Act, Carl D. Perkins Career Technical Education, Trade Adjustment Assistance, Community Services Block Grant, HUD Employment and Training, State Unemployment Compensation, 2<sup>nd</sup> Chance Act, Social Security Act, TANF, Native American, Migrant Seasonal Farm Workers, Job Corps, YouthBuild and National Emergency Grants programs. As part of its Continuous Quality Improvement plan, the County will provide continuous professional development and capacity building through the delivery of quarterly trainings to cohorts of workforce development, core program and other required program staff in each of the ten workforce service delivery areas.

The programs in the County's workforce development system are inclusive of those of the core and other required partners who are signatories to our Phase I MOU as outlined in Section Aiii, on page 4. The programs directly operated by the County, by way of its contracted AJCC operators, are as follows:

- **WIOA Title I Adult and Dislocated Worker Program** - Services to assist individuals 18 years or older in achieving self-sufficiency by providing a menu of WIOA services. Individuals are provided access to Basic and Individualized Career Services, Training and Follow-Up services through our AJCC system and its partners.
- **Youth@Work Program** - The WIOA Title I Youth program is offered as part of a three-tiered program structured to offer youth and young adults, ages 17-24, a continuum of services to support their Career Path development, no matter in which Level of Service they are: Level I/Work-Based Learning; Level II/Academic and Career Development; or Level III/Advanced Career Services. Services are rendered in a progressive, simultaneous, or combined manner as needed and appropriate. Participants engage in a Level of Service based on their age, eligibility, and needs. Youth ages 14-16 will be introduced to career exploration in Level I services only. One hundred percent of WIOA Youth program funds are designated to exclusively serve out-of-school youth ages 17-24. The WIOA in-school-youth program will be leveraged with non-WIOA funds, including General County and TANF funds.
- **WIOA Title I Rapid Response Program** - Provides services that directly assist employers and workers affected by anticipated or scheduled mass layoffs, business closures, and natural or other disasters to mitigate the impact of these occurrences on the local economy.
- **Older Americans Act Title V Senior Community Services Employment Program (SCSEP)** - A job creation program for low-income individuals aged 55 years and older who have poor employment prospects. Provides

hands-on job training through part-time, subsidized work at community service agencies and assistance with transitioning to unsubsidized employment.

- **Specialized Jail-Based Job Center** - A specialized program providing trauma-informed and gender-responsive re-entry employment services to inmates, including Second Chance Act recipients, both before their release and post-release, when they are navigated to an AJCC for continued job preparation and career development services.
- **Veterans AJCC** - A specialized, dedicated job center that develops, leads and supports employment and training initiatives for veterans and their eligible spouses countywide, within LA County’s workforce service delivery areas. Operating out of Bob Hope Patriotic Hall beginning July 1, 2017, the Veterans AJCC will work with, collaborate and support the County’s workforce system with regards to County veteran employment services and strategies. The Veterans AJCC also provides access to additional supportive and wrap-around services uniquely tailored to meet the needs of veterans and eligible spouses which include, but are not limited to, housing, child support, expungement assistance, and mental health services.

**ii. Service Alignment with State Policy Strategies**

The County will lead the alignment of services of WIOA core and other required partners to ensure the implementation of the State Plan’s seven policy strategies through our local workforce service delivery system. Our Local Plan goals align with the State’s policy strategies and objectives as follows:

Local Plan System Strategies	State Plan Policy Strategies	State Plan Policy Objectives
1. Strategic Business Engagement	<ul style="list-style-type: none"> <li>• Sector Strategies</li> <li>• Career Pathways</li> <li>• Organizing Regionally</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ol style="list-style-type: none"> <li>1. Fostering “demand-driven skills attainment”</li> <li>2. Enabling upward mobility for all Californians</li> <li>3. Aligning, coordinating, and integrating programs and services</li> </ol>
2. System Alignment and Regional Coordination	<ul style="list-style-type: none"> <li>• Sector Strategies</li> <li>• Career Pathways</li> <li>• Organizing Regionally</li> <li>• Building Cross System Data Capacity</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering “demand-driven skills attainment”</li> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>
3. Career Pathways	<ul style="list-style-type: none"> <li>• Sector Strategies</li> <li>• Career Pathways</li> <li>• Organizing Regionally</li> <li>• Earn &amp; Learn</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering “demand-driven skills attainment”</li> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>
4. On the Job Training	<ul style="list-style-type: none"> <li>• Sector Strategies</li> <li>• Career Pathways</li> <li>• Earn &amp; Learn</li> <li>• Supportive Services</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering “demand-driven skills attainment”</li> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>
5. Engagement in County Economic Development Efforts	<ul style="list-style-type: none"> <li>• Sector Strategies</li> <li>• Career Pathways</li> <li>• Organizing Regionally</li> <li>• Building Cross System Data Capacity</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering “demand-driven skills attainment”</li> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>
6. Specialized Centers and Programs for Priority Populations	<ul style="list-style-type: none"> <li>• Career Pathways</li> <li>• Organizing Regionally</li> <li>• Supportive Services</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering “demand-driven skills attainment”</li> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>
7. Accessibility & Inclusivity	<ul style="list-style-type: none"> <li>• Career Pathways</li> <li>• Organizing Regionally</li> <li>• Earn &amp; Learn</li> <li>• Supportive Services</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering “demand-driven skills attainment”</li> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>

	<ul style="list-style-type: none"> <li>• Building Cross System Data Capacity</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	
8. Consistent Branding as America’s Job Center of California	<ul style="list-style-type: none"> <li>• Sector Strategies</li> <li>• Career Pathways</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering “demand-driven skills attainment”</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>
9. Integrated Service Delivery (ISD)	<ul style="list-style-type: none"> <li>• Sector Strategies</li> <li>• Career Pathways</li> <li>• Organizing Regionally</li> <li>• Building Cross System Data Capacity</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering “demand-driven skills attainment”</li> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>
10. Multi-Generational Workforce Development Services:	<ul style="list-style-type: none"> <li>• Career Pathways</li> <li>• Earn &amp; Learn</li> <li>• Supportive Services</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>
11. Technology for Efficiencies:	<ul style="list-style-type: none"> <li>• Career Pathways</li> <li>• Organizing Regionally</li> <li>• Building Cross System Data Capacity</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>
12. Data & Performance Driven System	<ul style="list-style-type: none"> <li>• Sector Strategies</li> <li>• Career Pathways</li> <li>• Organizing Regionally</li> <li>• Building Cross System Data Capacity</li> <li>• Integrating Services &amp; Braiding Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering “demand-driven skills attainment”</li> <li>• Enabling upward mobility for all Californians</li> <li>• Aligning, coordinating, and integrating programs and services</li> </ul>

The programs of our core and other required partners will be the basis of service delivery at all the AJCCs throughout our delivery system. To assure alignment of the services offered through these programs, the WDB will work closely with the partners to support the State Plan’s policy strategies as follows:

**(1) Sector Strategies:** The County’s workforce investments are strategically focused in areas where economic returns are likely to be highest: on education and training that prepares job seekers with skills needed by businesses in our six identified priority sectors. These sectors were chosen based on indicators that they would generate an increase of jobs that offer livable wages. The L.A. County and City WDBs contracted with the LAEDC to analyze the economy of our region. This analysis resulted in the *Los Angeles: People, Industry & Jobs 2015-2020* report which outlined existing and emerging in-demand industry sectors and occupations in our region based on: (1) industry growth rate; (2) potential job creation; and (3) prevailing wages. It also identified the knowledge and skills needed to meet the needs of employers in these sectors and occupations. Based on this analysis, the County chose its priority sectors. After these sectors were chosen, the County enlisted Sector Intermediaries to conduct a deeper analysis of each sector to inform strategies and training investments that would best prepare workers with skills employers need. Resultant *Sector Intermediary Reports* will outline existing career pathway programs in each sector, existing training and education programs that meet sector needs, and skills gaps in each sector.

Los Angeles County’s PRIORITY GROWTH SECTORS
<ul style="list-style-type: none"> <li>• <b>Construction Industries</b></li> <li>• <b>Advanced Manufacturing</b> (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices, bioscience.)</li> <li>• <b>Trade &amp; Logistics</b></li> <li>• <b>Entertainment &amp; Infotech</b></li> <li>• <b>Health Services</b></li> <li>• <b>Leisure &amp; Hospitality</b></li> </ul>

The data produced by these reports will be used to develop business services strategies to align the workforce and education programs of the AJCCs and their WIOA partners in each of the County’s eight economic development planning areas. In alignment with Regional Plan Technical Goal 3<sup>15</sup> regarding engagement of industry leaders, the County will use these

<sup>15</sup> RP TG-3: IBID



strategies to coordinate the development of industry and sector partnerships in each economic planning area, including the creation of industry cluster councils which will both inform, and be informed by, business engagement strategies outlined in the Regional Plan. These partnerships will bring multiple employers within a sector together with representatives of labor, education and workforce professionals to examine the interrelated workforce needs of the entire industry. The aim of the partnerships will be to address industry's particular skills shortages, to determine the credentials the industry values, and to align the monetary and institutional resources of industry, labor, workforce, and education within each workforce service delivery area. To support the work of the industry cluster councils, the WDB has committed to establishing four (4) committees led by the WDB to engage in deeper discussion on how to effectively coordinate local area workforce development activities with the regional sector and career pathway strategies.

**(2) Career Pathways:** In support of Regional Plan Strategic Goal 3<sup>16</sup>, the County will work closely with the six other WDBs to develop a framework for determining the scalability and replication potential of career pathway models developed at the local and/or stakeholder level, as well as a protocol for bringing such models to scale as regional sector pathway programs. One such model the County will work with the other WDBs to bring to scale regionally is its *Longitudinal Career Path Model*. This model brings WIOA core education and training partners together with business and industry to create career pathways within the priority sectors. It is characterized by a high degree of program alignment and service coordination among the WIOA core and other partner programs, particularly Title II Adult Basic Education and Basic Skills programs, and Carl D. Perkins CTE programs. The model identifies sequential career development opportunities within a sector that can be accessed at different points based on progressive levels of skill attainment on the part of the worker or job-seeker. A business's current or future needs are analyzed to identify a packaged set of skills needed by the business to be competitive in the industry. The County's education and training partners within the appropriate workforce service delivery area are engaged so that stackable credentials formulate a comprehensive training that meets the business's immediate needs, but also include foundational competencies that allow for upskilling talent in alignment with the businesses future needs. The model utilizes the US DOL CareerOneStop's "Generic Building Blocks for Competency" framework (<http://www.careeronestop.org/CompetencyModel/>) to aid the development of a participant's competencies to achieve progressive levels of career development within a sector.

**(3) Earn & Learn:** Earn & Learn, or what the County refers to as "Work-Based Learning" (WBL), is a key strategy used to aid participants into the workforce and onto career paths. Program participants develop an Individual Employment Plan (IEP) or an Individual Service Strategy (ISS) in collaboration with AJCC career development specialists. These plans involve a client-centered approach for balancing the facilitation of skills attainment with opportunities for compensated work experience. This allows participants to "earn" an income while they "learn" to do a job. The County will utilize its strategic partnerships to bring businesses together with Carl D. Perkins CTE and Adult Basic Education and Basic Skills program partners in order to create system-wide opportunities. These opportunities are provided to participants through apprenticeships, pre-apprenticeships, incumbent worker training, on-the-job training, transitional and subsidized employment, paid internships and externships, and project-based compensated learning. "Earn and learn" opportunities are an important strategy for success, particularly for those with barriers to employment who cannot afford to attend an education or training program full time. For example, through a State Workforce Accelerator grant, the County has developed a Transitional Employment Initiative that provides young adults transitioning from Probation camps with an immediate paying job on a work crew while he or she also receives re-entry supportive services, case management and classroom learning aimed at preparing the young person for unsubsidized employment requiring a higher level of skill.

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<sup>16</sup> RP SG-3: Develop a framework for determining the scalability and replication potential of career pathway programs developed at the local and/or stakeholder level and a protocol for bringing such programs to scale as regional sector pathway programs.

**(4) Organizing Regionally:** The County will work in collaboration with the six other WDBs in the region to implement the strategies for organizing regionally outlined in the Regional Plan. These include strategies to: conduct outreach to priority sectors, engage sector leaders on skill requirements and credentialing, craft messaging to target populations, respond to events of worker dislocation, develop processes for vetting training providers, and remove barriers for at-risk populations. Just as the County will be partner to initiatives led by the other WDBs to organize regionally, it will likewise lead the engagement of the six (6) other WDBs in several countywide workforce development initiatives requiring regional coordination. The County will continue, for instance, to lead the region-wide youth employment program—*Los Angeles County Youth Jobs* program-- that provides 10,000 youth annually with exposure to the world of work combined with financial literacy and personal enrichment training. It will also lead the engagement of all the WDBs in the County's *Local Target Hire* initiative that provides employment opportunities to those from high risk populations by requiring businesses that receive County contracts to hire those from these populations. The County will also continue to lead the *AFAB Antelope Valley Northrop Partnership*, a regional sector strategy outlined in the Regional Plan that provides customized manufacturing training, as well as continue developing such partnership programs in other in-demand industry sectors. Additionally, the County will lead the *Metro Workforce Initiative Now (WIN-LA)*, also outlined in the Regional Plan, which aims to create career pathways in construction, professional services, transit operations and maintenance through a partnership with Metro. The County will work closely with the other WDBs to scale these sector strategies regionally. It will also serve as partner in regional sector strategies led by other WDBs, such as the *Care Coordination Career Pathway* funded by the State SlingShot initiative. These sector initiatives are examples of ways in which the seven WDBs in our region plan to organize, on a regional level, economic development, industry, workforce development, and education partners in order to better align resources, coordinate programs, and leverage one another's expertise in order to serve the needs of our shared labor markets.

**(5) Integrating & Braiding Resources:** To support the integration and braiding of resources, the County workforce development system's ISD model will provide an optimal framework for achieving program alignment and assuring access to the broad array of services provided by the system's WIOA core and other required partners' programs. These programs include, but are not limited to, the WIOA Title I Adult, Dislocated Worker and Youth, Title II Adult Basic Education and Basic Skills, Carl D. Perkins CTE, Adult Education Block Grant (AEBG), and Vocational Rehabilitation programs. AJCCs will serve as a single point of access to education and training offered by all WIOA partner programs. Within each AJCC, there will be a common flow of customer services jointly provided by the integrated staff of County-contracted AJCC Operators and WIOA Title I program providers, EDD's Wagner-Peyser program, and of other core and required partner programs. The ISD model will support the development of value-added partnerships in each workforce service area such that partners leverage one another's expertise by transacting on the basis of specialization and by providing services consistent with each programs' core competencies. Partners hold the same shared goal of fostering skills development and facilitating attainment of industry-recognized credentials and degrees. Efficiencies achieved through an integrated system will translate into an increase in the number of businesses and jobseekers served, as well as an increase in job placements in businesses within high-demand industries. The ISD integration framework also assists the leveraging of resources and programs of other County departments, such as public assistance programs administered by DPSS, and Probation programs. The leveraging of dollars from these other County departments and programs will allow for a more enhanced and robust menu of services for shared customers, and the likelihood of better outcomes for participants.

**(6) Building Cross-System Data Capacity:** Evidence-based, data-driven decision-making is one of the County's strategies to effect its Local Plan vision and goals. As outlined in the Regional Plan, the County will work with the other WDBs to engage the LAEDC to conduct on-going research and application of diagnostic data to steer our collective workforce development systems' investments and help ensure that our programs align with labor market trends and needs. The County will continue, in this way, to analyze and apply diagnostic data pertaining to growth, skills needs and income potential of the region's industries, sectors and occupations. The County has also prioritized the use of technology as a critical tool for facilitating all aspects of data sharing and information exchange with both the other WDBs as well as our core and other required WIOA partners, including the sharing of regional labor market information (LMI), economic intelligence, client tracking, common case management, reporting, and data collection. Data is shared with partners through CalJOBS, the State's labor exchange system. WDACS also has a direct agreement with DPSS to receive data from its program participants to determine how many are co-enrolled into WIOA throughout the region. Partners who are signatories to the Phase I MOU have agreed to the following data sharing commitments:

- Compliance with applicable provisions of WIOA, Welfare & Institutions Code, California Education Code, Rehabilitation Act and any other appropriate requirements
- Commitment to sharing information on shared customers and shared services to the extent allowable under relevant governing legislation and confidentiality requirements
- Maintenance of records of AJCC customers or partners (e.g., applications, eligibility & referral records, and individual records related to services, in the strictest confidence and solely for purposes directly related to provision of services)
- Development of technological enhancements that allow appropriate interface of common information needs
- Commitment to the provision of system security as agreed upon by all partners

In addition, the County is investing in an additional economic data management system that will allow access to more precise snapshots of industry-related needs and trends in each workforce service delivery area. It also has begun to work more closely with the community college system to use regional economic data to identify trainings that prepare participants for high growth occupations. The County has begun mapping the resources offered by our system's WIOA core and other required program partners, including the Title II Adult Basic Education and Basic Skills, Carl D. Perkins CTE, and AEBG programs offered by K-14, adult school and community college partners in each of our ten workforce service delivery areas. The County has also begun to align these offerings so as to begin identifying career pathways within each priority sector.

**(7) Supportive Services:** As many of the participants served by the County's workforce development system face barriers to employment that undermine their ability to complete a training or educational program, the coordinated provision of supportive services to WIOA participants is of maximum importance. One of the purposes of collaborating and braiding resources with our partners is to ensure that participants are fully supported with a broad array of ancillary services to help them complete employment activities, training or education programs, and successfully enter and remain in the labor market. The supportive services provided to participants through WIOA core and other required partner programs include, but are not limited to: subsidized childcare and dependent care, transportation assistance, referral to substance abuse treatment, linkages to community services, assistance with housing, assistance with educational testing, legal aid services, referrals to health care, assistance with work attire and work-related tools, assistance with books and other educational supplies for students, training-related payments and fees coverage, accommodations to individuals with disabilities including the use of assistive technology, and other needs-related payments that are necessary to enable an individual to participate in career and training services.

Supportive services are awarded to individuals in financial need based on an individual needs assessment, participation in approved program activities, and the availability of funds. The Youth program also provides for appropriate incentives as part of supportive services to motivate youth to complete program goals. The system will ensure that supportive services are provided to enhance an individual's ability to participate in workforce programs, or to enhance probability of job placement and security. In providing supportive services, the system will maximize available partner program services while avoiding duplication. The County's WIOA Title I program providers are required to set aside a minimum of 10% of their annual budget to address the Supportive Service needs of participants. At the same time, they are also mandated to identify and leverage the resources and supports of WIOA partner programs before WIOA supportive service dollars are used. For instance, with regard to participants who are co-enrolled in both a WIOA Title I and/or Title II program and the CalWORKs' "Greater Avenues for Independence" (GAIN) program, participants are to utilize the transportation, childcare, clothing and other supports provided by GAIN first. WIOA career development specialists coordinate with GAIN staff to ensure their supportive services are aligned, complimentary to one another, and serve the IEP or ISS of each participant. As indicated in the Regional Plan Technical Goal 11, the County will be working with the other WDBs to examine opportunities for regional coordination of support services and develop an action plan as needed.

### **C. SERVICES AND SERVICE DELIVERY STRATEGIES**

#### **i. Expanding Access to Services**

The County will work with its partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly for individuals with barriers to employment as defined in WIOA Section 24 (A)-(M).<sup>17</sup> The County's ISD model provides a framework meant to expand access to training, education, and career development for participants of any of our core and other required partner programs. AJCCs will house, to the extent possible, the WIOA core and other required partner programs so that multiple programs may be accessed in one location. AJCCs will serve as a single access point to education, training, career, and supportive services offered by all WIOA partner programs through cross-referrals, co-location, or other integration methodologies. Partner programs will be coordinated and aligned to allow for more seamless delivery and take into account the uniqueness of the workforce region.

AJCCs will be strategically located in close proximity to, or within, feeder education and training systems such as adult schools and community colleges. One of our AJCCs will be located on the campus of Hacienda La Puente Adult School, a WIOA Title II Adult Basic Education and Basic Skills program partner. This partnership will allow participants who are looking to start a career, or upskill from a current position, to more easily access stackable, short-term, industry-recognized credentials that focus on middle skill jobs. AJCCs will also be strategically located

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<sup>17</sup> The term "individual with a barrier to employment," as defined in sec. 3(24) of WIOA, encompasses the following groups of people: individuals with disabilities, including youth with disabilities; displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at sec. 167(i) of WIOA 37 and Training and Employment. Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the TANF program; single parents (including single pregnant women); and long-term unemployed individuals.

near public transportation. Additional access to WIOA programs will be made available through the County library system and community centers.

To expand access to those with disabilities (uniquely abled), every AJCC will operate in full compliance with federal and State guidelines and requirements for serving people with disabilities. AJCCs will provide training that equips staff with tools to better serve uniquely abled customers through trainings on ADA customer service, assistive technology, and WIOA non-discrimination law and regulations. They will also ensure access to American Standard Sign Language translators. Every AJCC will also utilize technology that accommodates the needs of uniquely abled individuals. Many AJCCs currently have a representative from the Department of Rehabilitation (DOR) on-site, as a WIOA core program partner, to further assist with proper referrals for services and programming. All Comprehensive AJCCs will have DOR on-site by the end of 2017.

To expand access to those from other target populations, such as from the re-entry, homeless, former and current foster youth, and limited-English proficient populations, AJCC staff will be trained in cultural competency, trauma-informed service delivery and gender responsiveness. Additionally, the County will be implementing specialized job centers to serve the unique needs of Veterans and those reentering from incarceration. To further enhance services to these specialized populations, the County has partnered with community-based organizations that major in services to these priority populations such as the Volunteers of America, which provide services to Veterans, the Center for Employment Opportunities, which provides transitional employment to those reentering the community from incarceration, and the Alliance for Children's Rights, that provides advocacy and other services for foster and aged-out youth. To expand access for disconnected youth, the County has dedicated 100% of its WIOA Youth funding to serve out-of-school youth. Additionally, WIOA Youth services have been integrated with WIOA Adult services to better facilitate the access of youth ages 18 -24 to a continuum of services and support from both the Adult and Youth programs.

In addition to expanding access to the programs and services offered through the AJCCs, the County will be implementing a number of Special Initiatives specifically designed to engage best practices, proven innovations, and tested models to better reach, engage, and achieve positive employment outcomes for those in these hard-to-serve target populations. These initiatives include, but are not limited to, the following:

**INVEST Program:** In partnership with the National Institute of Corrections (NICs), the County has launched this program that incorporates interagency coordination, streamlined service delivery and the expansion of Second Chance/Re-entry employment and training opportunities to collectively reduce recidivism and reliance on safety-net programs. A collaboration between WDACS, Probation, Sheriff, EDD Wagner-Peysner, and community-based organizations, the program co-locates Probation officers at County AJCCs where they work in a multidisciplinary approach with AJCC career development specialists to use evidence based strategies for rehabilitation and job attainment. The program includes education and skills development, employment retention strategies, system navigation, and intervention with the ultimate goal of creating new opportunities and solutions to aid this population in being employable and financially stable.

**L.A. County Prop 47 Initiative:** The County established this task force to formulate a countywide plan for establishing public-private partnerships to provide Prop 47 eligible individuals with employment opportunities and wraparound services. Eligible individuals are those whose sentences were reduced as a result of this State act. There are roughly 500,000 individuals in the County who may qualify for relief under Prop. 47.

**Jail Based Job Centers:** Through a collaboration of many of its departments, the County is establishing its first Jail-Based Job Center at Pitchess Detention Center to provide a bridge for individuals released from the jail to the WIOA programs offered at the AJCCs. Similar plans are underway to establish a similar job center at the County's women's jail.

**Reentry for Youth Offenders:** The County received a State Workforce Accelerator Fund grant to partner with the Center for Employment Opportunities, a social enterprise agency, to implement a pilot program to place 50 Probation youth in transitional jobs in work crews at County Parks to gain work experience while they receive job training and career development at a County AJCC.

**Second Chance Business Champions:** The County is implementing a multi-layered business services strategy that includes dedicated staff focused on maintaining, growing and fostering current and new business relationships with Second Chance/Re-entry-friendly employers and industries that may hire from this talent pool. In addition, it is building a coalition to promote opportunities through business-to-business engagement and ongoing strategies to create sustainable career pathways for our re-entry population.

**Fair Chance Employment Opportunities:** Multiple County departments are collaborating with the City of Los Angeles, community based organizations (CBOs) and private partners to develop comprehensive Second Chance/Re-entry Workforce Development strategies and initiatives that expand capacity and expertise to better meet the needs of re-entry population. These strategies incorporate sustainable interagency coordination, streamlined service delivery, and the expansion of Second Chance employment and training opportunities in an effort to collectively reduce recidivism and reliance on entitlement and safety-net programs.

**Social Enterprise Businesses:** Social Enterprises typically provide bridge employment and stabilizing services, such as housing and mental health services, to under-served populations such as re-entry and homeless. This County initiative leverages the expertise of Social Enterprises in this way, with the resources of our AJCCs to support the career development of the reentry, homeless and other high risk populations to help them towards middle-skilled, higher-wage jobs and self-sufficiency.

**Local/Target Worker Hire Program:** The County recently adopted Local/Target Worker Hire policies that leverage County investments to maximize employment opportunities for hard-to-serve populations. AJCCs will play a key role in the administration of these policies by providing a pipeline of talent that meets the set local and target worker criteria.

**Homeless Training Academy:** This partnership between the County, L.A. City and the East San Gabriel Valley Regional Occupational Center establishes an academy that provides 30-hour training to low-income and formerly homeless individuals to prepare them for entry-level jobs as outreach workers and peer counselors at local homeless and social services agencies.

**TANF/General Relief/WIOA Co-location Model:** The County has established and is overseeing a demonstration co-location model at its East L.A. AJCC which aims to maximize workforce services for CalWORKs (TANF) and General Relief participants by braiding program resources and providing wrap-around employment services.

**Performance Partnership Pilot Program (P3):** This initiative braids federal, state and local funding of multiple L.A. County and L.A. City departments to streamline a coordinated service delivery to produce better education, work and life outcomes for the region's disconnected youth.

**STEAM (Science, Technology, Engineering, Arts, and Mathematics) through the Creative Arts:** An initiative that engages youth in learning concepts needed to succeed in sectors that rely heavily on STEM competencies.

**ii. Career Pathways & Co-enrollment in Core Programs**

In addition to working with the other 6 WDBs to develop protocols to guide practitioners in helping workers progress upward along their chosen career path as outlined in the Regional Plan, the County will facilitate the development of career pathways through its *Longitudinal Career Path Model*. This model brings education and training partners together with business and industry to create career pathways within the County's priority sectors. This career path development effort is characterized by a high degree of program alignment and service coordination among business partners and the County's core program partners, including for the co-enrollment of participants in core programs when warranted. The County identifies sequential opportunities within a sector that can be accessed at different points based on progressive levels of skill attainment on the part of the job-seeker or worker. Business partners are engaged based on each business's current or future talent needs. The appropriate AJCC identifies clients that might meet these skill needs, or provides training to prepare for the anticipated need. The AJCC forms a partnership with the appropriate education partner to identify or develop trainings that meet the business' talent needs. AJCC participants are then co-enrolled in WIOA Title I ADW and Youth, Title II Adult Basic Education and Basic Skills, and Carl D. Perkins CTE partner programs, as appropriate to receive the specified training.

Co-enrollment of WIOA participants in education partner programs will also occur through the Cohort Training Model. In this model, the County contracts with specific community colleges, adult schools or other entities offering Title II, Carl D. Perkins CTE or AEBG programs, and then links the contracted education partner with the business in need of talent. The education partner then identifies or develops a training, with business input, that meets the business's needs. The AJCCs form cohorts of participants whose IEP/ISS would be advanced by the Cohort Training being offered. The AJCC prepares the participants for the trainings by addressing basic skills, transportation, childcare, and other needs.

As outlined in the Regional Plan, the County is at the forefront of working with the other WDBs to establish a construction pipeline career pathway for the L.A. Basin region. L.A. Metro (Metro) Transportation recently launched its WIN initiative to address imminent attrition due to upcoming retirements and future staffing needs with an infusion of \$860 million over the next several years to fund multiple transportation projects in L.A. City. The County is actively mobilizing training partners and AJCCs to align existing and future efforts to meet Metro's needs. Through partnership with the YouthBuild Construction Industry Advisory Council, made up of 10 local YouthBuild partners, the County will lead a coordinated effort to co-enroll current YouthBuild participants into WIOA Title I Youth and/or Adult programs to establish entry onto the Construction pipeline. Once enrolled, AJCCs will incorporate the YouthBuild career plan in order to support wrap around services for youth to achieve: a secondary credential, an MC3 credential (post-secondary), other post-secondary training offerings, and contextualized paid and unpaid work experience. The ultimate goal of the initiative is to connect these youths with permanent employment through Metro or its contractors. Another career pathway program the County will be implementing is a collaboration with the Los Angeles County Arts Commission. This program will introduce youth to the creative arts economy through STEAM work-based-learning opportunities in the Entertainment sector.

**iii. Improving Access to Industry-Recognized Post-Secondary Credentials**

The County will engage in both regional and local strategies to improve access for students, job seekers and workers to industry-recognized post-secondary credentials. To aid the development of these strategies, the County hosted one of four stakeholder forums conducted in our region on the topic of industry recognized

credentials as part of the regional and local planning processes. This forum explored credentials that currently exist, and industry engagement to determine their value. Our forum explored the process used to ensure industry value for courses being developed, and for courses already on the shelf. It also explored what processes exist for industry to review content so that it can determine the value of a credential. The Regional Plan outlines a more detailed summary of the discussion and outcomes of the forums conducted in our region on the topic of Industry Valued Credentials<sup>18</sup>. The Regional Plan also outlines how the County and the six (6) other WDBs in our region will form a workgroup that will address the region's strategy for producing its share of the State target of a million industry-recognized credentials over the next ten years. The Regional Plan also outlines how the seven (7) WDBs will work together to convene industry steering committees for each of the region's six target sectors to discuss work-related credentials. The committees will include a diverse cross section of businesses and will complete a number of tasks outlined in the Regional Plan that will result in the publishing, by the seven WDBs, of a regional protocol for determining industry valued and recognized credentials. The industry steering committees will develop and implement a structured process for convening system stakeholders in discussions around goals for credentials, the development of a process to track their attainment, and key content issues for regional sector pathway programs.

In addition to its participation in regional level strategies, the County will engage in a number of strategies at the local level to improve participant access to activities that lead to a recognized post-secondary credential. First, it will increase co-enrollment of WIOA Title I program participants into basic skills, cohort, customized, on-the-job, and other trainings by partnering with WIOA Title II, Carl D. Perkins CTE or AEBG program K-14, adult school or community college partners. The County will engage with businesses to identify their skill needs, as well as with WIOA education partners to identify current trainings that meet these needs. To aid the process of matching skill need with training offerings, the County will align the Taxonomy of Programs codes (TOP), which Community College and Adult Education Partners use to categorize their class offerings, with Standard Occupation Codes (SOC) and NAICs codes, that the workforce development system uses to define career pathways within sectors. This alignment of respective codes used by workforce and education will help the County match businesses talent needs with education training offerings to aid co-enrollment of WIOA Title I program participants into trainings offered by WIOA Title II and Carl D. Perkins CTE partners to help participants achieve credentials valued by business and industry.

The County will also co-enroll WIOA Title I program participants in WIOA Title II Adult Basic Education and Basic Skills programs to better prepare participants for trainings that produce certificates that can be stacked and ported. Many participants are low income and need to work while receiving training. They may only be able to engage in trainings incrementally. Access to portable and stackable credentials is crucial for helping such participants achieve credentials over time as they balance career advancement with the immediate demands of life and family. A Title I program participant's ISS or IEP will consist of a strategy that combines education, training and work experience, as needed, to ensure participants steadily advance over time along their career path. Many of our adult school partners offer basic skill and remedial education programs in collaboration with local community colleges such that the certificate a participant receives from their basic skill program leads directly to a degree or credential program at the community college. Also, the County will be implementing a strategy proven as particularly effective for those with barriers to learning and employment; that is, incorporating basic skills remediation into the vocational training so that the basic skills being learned are immediately applicable and contextualized to the vocational learning.

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<sup>18</sup> Page 20, Section D/Industry Valued Credentials



Access to activities leading to an industry valued credential will be further facilitated through the County's *Cohort Training Model*. By way of this model, the County will contract with specific K-14, community college and adult education partners providing Title II Adult Basic Education and Basic Skills, Carl D. Perkins CTE, and AEBG programs, and then link the contracted education partner with the business in need of candidates with particular skills. The education partner then identifies or develops, with business input, a training that teaches the WIOA participant those skills. The Cohort Model also aids the County in providing the colleges with the required number of students they need to form a new credited class that will produce skills needed by our business partners. One such Cohort Training already underway is the *AltaMed Medical Assistant (MA) Career Pipeline* program. This is a partnership between AltaMed, the East San Gabriel Valley Regional Occupational Center (ESVROP), and the County's West Covina AJCC. AltaMed is a Federally Qualified Health Center with more than 40 clinical sites and over 2,300 employees. The model was launched in 2013 to address the growing demand within AltaMed to fill vacant MA positions at AltaMed clinics. Upon completion of training and certification, students are eligible for employment within AltaMed's clinics, or within the network of community-based health clinics in the County. The certified, accredited nine-month MA training was developed by ESVROP in collaboration with AltaMed. The County funds the training and the AJCC conducts outreach, enrollment and job coaching services until students secure job placement. Providing access to this type of training activity will prepare the participant for the next level of credential attainment needed for the participant to advance their career. The County is developing similar Cohort Trainings to meet business and industry needs, including: a Hospitality Training partnership between Santa Monica City College and the West L.A. AJCC; an Advanced Manufacturing Training partnership between the South L.A. AJCC and Valley College; another Advanced Manufacturing Training (CNC) partnership between Glendale College and the Northeast San Gabriel Valley AJCC; and a Pharmacy Technician Training collaboration between the South L.A. AJCC and Richard N. Slawson Occupational Center. It is the County's plan to continue growing its Cohort Training model to expand to more industries, employers, geographical areas.

#### **iv. Engaging Employers in Workforce Development Programs**

Effective employer engagement is a primary goal of the County's workforce development system. Employer engagement is paramount in determining the needs of business and industry, and in establishing regional and local strategies that provide them the tools and talent they need to succeed. On a regional level, as outlined in the Regional Plan<sup>19</sup>, the County will work with the six (6) other WDBs to engage industry leaders in each priority sector to develop the process for determining which credentials are valued by each industry sector. As also outlined in the Regional Plan<sup>20</sup>, the County and the other WDBs will work with LAEDC to examine ways in which the workforce system may leverage the organization's resources to convene and engage with business around its needs for skilled workers. It will also work with the other WDBs and EDD to examine the potential benefits of sharing intelligence on business and industry collected by the regional workforce system in order to promote analysis of the priority sectors.

In addition to this regional-level engagement of employers, the County will embark on a number of local strategies to engage employers in workforce development programs. Given the diverse economic and geographical characteristics of our local area, and the unique opportunities and challenges within each workforce development service delivery area, L.A. County will employ a diverse range of methods to garner business intelligence. These include the use of industry, sector and small business intermediaries, partnerships with industry associations, and gathering of input from local and regional employers on the workforce development system, programs and services.

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<sup>19</sup> Regional Plan page 20, Section D/Industry Valued Credentials.

<sup>20</sup> Regional Plan page 30, Section H/Adherence to Federal Requirements for Regional Planning.

**Sector and Business Intermediaries:** The County will procure Industry Sector Intermediaries to help expand engagement and coordination of services with employers. The County's intermediaries will be experts in their industries and will help facilitate the gathering of industry intelligence and identify industry specific needs. These efforts will inform operational decisions, build system capacity, and help identify regional and local collaborative opportunities. Small businesses play a big role in driving the regional economy and represent a large percentage of the businesses that use the County's workforce services. In order to better engage and connect with small businesses, WDACS will use the County's Department of Consumer and Business Affairs, which houses the County of Los Angeles Small Business Commission and the County's Small Business Concierge, as the Small Business Intermediary. This will ensure that workforce development services and small business programs will be integrated to maximize service and effectively respond to their needs.

**Industry and Economic Development Associations:** The County will leverage partnerships with both local and regional industry and business associations as a platform to engage businesses at scale. The WDB has approved memberships in several associations. This provides opportunities to actively participate and engage with member businesses, to better understand their needs, and ultimately to connect them to available services. Currently, the County is an active member of Los Angeles County Business Federation (BizFed), San Gabriel Valley Economic Partnership, Greater Antelope Valley Economic Alliance, and Santa Clarita Valley Economic Development Corporation, LAEDC, and works closely with the L.A. Area Chamber of Commerce in a variety of projects including regional re-entry efforts and strategies around Healthcare Industry needs.

**Los Angeles SlingShot Coalition:** The Slingshot initiative provided an invaluable opportunity to develop regionally coordinated business engagement strategies around a common targeted industry. This led to the establishment of the Los Angeles County Regional SlingShot Coalition which is comprised of all 7 local WDBs, and works to accelerate income mobility and regional prosperity through the coordination of the development of career pathways to meet the growing demand of regional employers for care coordination/managed care in the healthcare industry. The County will continue to not only support and participate in this effort, but will also map the current healthcare education and workforce ecosystem to help the region better understand existing resources, and better align regional resources to collectively address the industry's needs.

**Industry Cluster Councils and Industry Advisories:** Industry cluster councils and advisory bodies provide an additional source of business intelligence, understanding of industry trends, and effective platform for garnering stakeholder input. As outlined in the Regional Plan, and in support of Regional Plan Strategic Goal 8<sup>21</sup>, the County will partner with the City of Los Angeles to engage the LAEDC to establish LAEDC-led Industry Cluster Councils that will create a systematic employer and industry "feedback loop" for the region, as well as for the LAEDC's *Institute for Applied Economics* to further supplement its annual *Industry and Market Intelligence Reports* with on-the-ground demand-driven industry intelligence. In support of this strategy, the County will establish the L.A. County *Healthcare Employers Taskforce* which will be comprised of healthcare industry executives, industry associations, chambers of commerce, and economic development professionals. The purpose of this task force will be to solicit the advice of healthcare industry employers and experts in identifying opportunities to align local and regional workforce systems to better meet business demand, local hiring initiatives, and County economic development priorities. The vision of the Taskforce is *to build a patient-centered healthcare workforce with the talent that meets the evolving needs of all residents across L.A. County by the end of the decade.*

**Employer and Industry Input:** The County's Business Services Unit will engage and consult with regional and local businesses and industry leaders on a daily basis. These relationships will be built through the provision of customized talent and workforce planning services providing direct access to on-the-ground real time business

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<sup>21</sup> RP SG-8: Implement a system-wide approach to industry engagement that would support the efforts of the seven boards and all system stakeholders

intelligence with local employers. At the regional level, the County will establish, foster and develop relationships with large employers and industry associations in in-demand industries to gather feedback and help establish strategies that meet their workforce needs. This will facilitate the development of regional and local partnerships within priority sectors that ensure County AJCCs meet the needs of businesses in a manner that aligns with countywide regional workforce and economic development priorities outlined in the Regional Plan.

**Business Engagement Committee:** The County’s WDB represents a diverse range of businesses throughout the County and is an invaluable resource for business engagement. The WDB’s Business Engagement Committee will bring together industry and business executives to help refine and develop ongoing business engagement strategies in an effort to ensure the County’s workforce system meets the employment needs of local and regional business and supports economic development efforts. This will include the use of Labor Market Information and business intelligence to develop regional strategies to engage industry and businesses as outlined in the Regional Plan. In addition, the Committee will serve to create systematic linkages to industries and employers and promote the use of the County and other WDB workforce development systems.

**v. Meeting the Needs of Businesses**

The County’s Business Services Unit (BSU) was established to effectively meet the needs of the County’s business community, and to identify strategies to align and mobilize the County’s workforce and economic development resources. The County will employ a host of career services specifically developed to meet the needs of business and that can be customized to meet the individual organizational needs of each business. BSU staff have been trained on the multiplicity of business and economic development resources available to businesses throughout the County, on facilitating access to these services through referrals, on convening the appropriate partners to address their immediate and future needs, and on identifying early warning signs of distress, opportunities for growth, and retention of talent and resources. The goal of the BSU is to create a sustainable pipeline of talent that meets employer needs upon hire and who have foundational skill sets that can be built upon to meet the business’ future needs. This will be accomplished through a number of comprehensive business and talent solutions:

Business Services		
Human Resources Consultation Services	Industry Sector Strategies	Business Needs Assessments
Development of Job Descriptions and Employee Handbooks	Labor Market Information	Layoff Aversion
Analyzing Employee Turnover	Access to Government Workforce and Economic Development resources	Outplacement Services
Assistance Developing Reasonable Accommodations	Customized Recruitment and Placement Services	Access to Tax Incentives
Workforce Planning	Hiring Events	Employer and Business Workshops
Succession Planning	Regional and Scaled Recruitment Services	Business Retention Services
Customized Training	Identifying, Developing & Supporting Career Pathways	Internship Services
		Rapid Response Services

The County’s AJCCs will serve as hubs for local business engagement and as catalysts for coordinated business services networks. Each AJCC will have dedicated Business Services staff who will engage businesses in their workforce service area and mobilize the wide range of County resources available to businesses. The Business

Services Unit will guide AJCC business services staff in implementing regional business engagement strategies outlined in the Regional Plan. To support this coordinated engagement and responsiveness to businesses, the county has established a centralized business services inquiry email – [bservices@css.lacounty.gov](mailto:bservices@css.lacounty.gov)- and will establish a centralized Business Services Hotline.

In coordination with and support of the Regional Plan’s strategies to engage business and industry, the County will establish sector partnerships in each of its workforce service delivery areas. These partnerships will bring multiple employers within a sector together with representatives of labor, education and workforce professionals to examine the interrelated workforce needs of the entire industry. The aim of the partnerships are to address the industry’s particular skills shortages and align the monetary and institutional resources of industry, labor, workforce, and education within each workforce service delivery area. This work includes convening of stakeholders on an on-going basis to develop a general understanding of the challenges the sector faces, and to engage in shared problem-solving.

The County uses several tools and strategies to ensure it understands and meets business’s needs, including:

- On-going data analysis of the regional economy to identify growing and in-demand industry sectors, as well as sectors and businesses that are struggling;
- Use of research, data and sector intermediaries to identify skill gaps within prioritized sectors and identify tailored trainings that meet those gaps;
- Application of the Longitudinal Career Pathway Model to engage businesses within the sector to identify and meet individual employers’ immediate training needs, while also taking into consideration and developing plans to meet their future needs;
- Co-enrollment of WIOA Title I program’s participants into WIOA Title II Adult Basic Education and Basic Skills, Carl D. Perkins CTE, and AEBG partner programs to produce the skills and credentials necessary to meet business’s current and future skills needs;
- Development and coordination of industry and sector partnerships in each of the County’s 10 workforce service delivery areas to align resources of industry, labor, workforce, and education within each area.

#### **vi. Coordination of Workforce Development Programs with Economic Development**

Given the size of Los Angeles County, and in an effort to align our workforce development system with regional economic development, the County has divided the L.A. Basin Regional Planning Unit into eight (8) economic development planning areas that align with the economic development areas previously determined by the LAEDC. These eight planning areas are: Antelope Valley, Santa Clarita, San Fernando Valley, Westside Cities, South Bay, Gateway Cities, Central Los Angeles, and San Gabriel Valley. Within these economic development planning areas are multiple business associations and economic development entities that offer opportunities to partner, coordinate and align efforts in support of local and regional economic development. Service delivery and coordination will be aligned within each planning area in a manner that supports both the unique needs of each area, as well as countywide workforce and economic development strategies and initiatives. In an effort to better understand the needs of and serve the industry within each planning area, WDACS is an active member of various economic development associations as describe in section C.iv.

In further effort to address regional economic and workforce needs, the County has established the Los Angeles Economic Development Policy Committee (LAEDPC) which implements forward-thinking programs that promote income growth and economic opportunity for residents of the County. The LAEDPC steers the County’s economic and workforce development investments, resources and programs into initiatives that support the region’s high-

growth industry sectors as well as help create opportunities for disadvantaged, priority populations to thrive as business owners and employees in those sectors. As part of the LAEDPC, WDACS will play a key role in the development of county strategies to deliver measurable gains in job creation and skill development among our priority and target populations who experience barriers to employment, and in ensuring these strategies are aligned with the industry engagement strategies outlined in the Regional Plan.

The vast and diverse economic landscape of Los Angeles may prove challenging and some businesses may find themselves in unstable or stagnant situations. The integration of the County's economic development resources with Business Services that assist with the retention and aversion of layoffs is an important countywide strategy that aims to support distressed businesses. The County's Layoff Aversion provides "at risk" businesses customized and confidential plans that are crafted to help that business find alternatives to layoffs and stay afloat should it need to downsize. The plans leverage County resources to provide viable wrap-around services to accomplish this.

The County's Rapid Response (RR) program provides services to both employers and employees transitioning through downsizing or plant closures. RR is a pro-active and business-focused program designed to respond to layoffs and plant closures in an effort to mitigate the adverse effects on the local economy. RR teams will work with employers and any employee representative(s) to quickly maximize public and private resources to minimize disruption associated with job loss. RR can provide customized services on-site at an affected company, accommodate any work schedules, and assist companies and workers through the painful transition associated with job loss. Our Rapid Response efforts are explained in more detail in section E iii.

#### **vii. Strengthening Linkage with Unemployment Insurance Programs**

The County's workforce development system will work in conjunction with EDD to ensure that AJCCs' existing links to Unemployment Insurance (UI) programs are maintained and reinforced. EDD UI staff will be co-located, to the extent possible, at County AJCCs. To strengthen its coordination with the UI program, the County has mandated that its AJCC staff be trained to use EDD's UI online system to aid AJCC staff in assisting UI customers in managing their UI claims. Further, service engagement strategies will be employed to increase the number of UI claimants who use the labor exchange, career development, training and supportive services available to them through WIOA partner programs offered through the AJCCs.

### **D. AMERICA'S JOB CENTERS OF CALIFORNIA<sup>SM</sup> (AJCC)**

#### **i. Ensuring Continuous Improvement of Services**

The County will implement a number of strategies to ensure the continuous improvement of services offered by its AJCC WIOA program providers. Beginning July 1, 2017, it will require that all AJCCs, in order to receive continued WIOA and other workforce system funding, be certified for meeting a set of quality standards based on Malcom Baldrige National Quality Award Criteria. Certification will be achieved by engaging in a required Continuous Quality Improvement (CQI) process outlined, supported, monitored and evaluated by the County. To further ensure that a high level of service is provided consistently throughout the system, all County AJCC Operators and WIOA Title I program providers will be contractually required to develop a *Customer Service and Quality Control Plan* (QCP Plan). Each AJCC's QCP Plan will include method the AJCC will use to ensure that the quality of services provided fully meets the County's performance requirements of AJCC operators and program

providers. This includes methods for identifying and preventing deficiencies in the quality of service performed before the level of performance becomes unacceptable.

The QCP also requires that regular Customer Satisfaction Surveys be administered to evaluate the quality of services provided by the AJCCs and their WIOA partner programs. Surveys will be administered to job-seekers, program participants, WIOA partner programs, and business and industry partners. These surveys will be made available to participants, program partners, and employers at least once a quarter each fiscal year. The results of the surveys will be used by the County to ensure continuous quality improvements in AJCC WIOA services. Each AJCC will establish a process for addressing identified concerns and measuring outcomes of recommendations implemented as a result of the surveys. Additionally, all the WIOA core and other required partners who are signatories of the WIOA Phase I MOU have agreed to jointly develop, implement, and regularly evaluate QCP Plans to ensure that a high level of service is provided by all WIOA core and other required programs.

To further ensure the continuous improvement of services, the County will conduct continuous capacity building through training and professional development. It will also conduct technical assistance (TA) for the WIOA Title I programs. TAs will involve an extensive review of the AJCC operator and WIOA program providers' administrative and programmatic process including, but not limited to, the establishment of program eligibility, priority of service, right to work determination, selective service registration, training services, supportive services, co-enrollment, IEPs, OJTs, and overall review of WIOA applications and enrollments. Consistent review of CalJOBS will be conducted to ensure eligibility criteria are captured correctly. This will be complemented with a physical file review. In addition, the County will prepare and share with providers weekly error reports that agencies utilize to correct identified errors. After a TA is conducted, the County will determine if the provider requires further technical assistance, or whether a WIOA training is warranted.

## **ii. Access to AJCC Delivery System Services**

The County has developed strategies to place it at the forefront of facilitating access to services provided through its AJCC one-stop delivery system. For example, the County will use innovative technology to facilitate access, such as with a new *CalJOBS VOSGreeter* and *Document Imaging* pilots. The purpose of the CalJOBS VOSGreeter pilot will be to improve and expand constituent access to the system and the timely delivery of customer services by streamlining "front-desk" processes of connecting clients with staff. It is a technical "check-in" system with which individuals interact when they walk into the AJCC. A kiosk with the Virtual VOSGreeter module will be placed at the main AJCC entrance to capture the client's needs as they walk in. It will also notify staff when clients have arrived for scheduled appointments, and track wait times before clients are assisted. This new greeter system will expedite lobby management by eliminating the need for paper sign-in sheets and automating the queue process. It will also reduce client wait times and enhance the electronic tracking and reporting of services.

The Document Imaging pilot will also serve to improve and expand constituent access and the timely delivery of customer services. The Document Management module of the pilot will allow staff to scan documents and store them within the CalJOBS system. It will also allow staff to upload documents from a computer file and store them within the virtual database. This new system of collecting and storing supporting documents will be used for various verification purposes within the CalJOBS system. It will eliminate participants' need to provide documents multiple times when co-enrolling, via CalJOBS, in WIOA partner programs, or co-enrolling in services provided at different AJCCs. The County will conduct a second phase of this pilot in which signature pads will be installed alongside the scanners to facilitate electronic signatures of clients and staff on all required documents. This will

eliminate the need to print out, sign and scan documents back into CalJOBS. The use of the electronic signature pads will create efficiencies such as a reduction in reliance on hard copy files and in client wait times. In addition, to streamline and revolutionize the WIOA enrollment and eligibility intake process across, the County is exploring the possibility of expanding document imaging as part of the CalJOBS registration process by allowing individuals to upload eligibility determination documentation from any remote location. AJCC staff would then need to verify the original documents thus saving time and resources. An additional technology the County will develop to improve access to services is a *Workforce Program Referral System*. This system is a web-based system for referrals through which on-site and off-site referrals may be tracked to and from any of the County's WIOA partner programs. The use of this system is meant to ensure that customer co-enrollment between partner programs happens quickly and efficiently so that customers are enrolled in or served by the referred program right away and that they do not "fall through the cracks."

Access to AJCC system and its services will also be facilitated by stationing system access points in or near customer feeder systems, such as community colleges, libraries and adult schools. AJCCs or their Affiliate sites will be located either close to or inside these feeder systems. In addition, the County's network of Community Service Centers will act as service hubs for the AJCC workforce delivery system. System access will also be facilitated through the County's specialized Veterans and jail-based job centers. Finally, the County will encourage its AJCC Operators and partner programs to use technologies such as "Facetime" or "Skype" to provide services such as workshops in order to enable access opportunities to a wider range of customers, especially those in remote areas or with disabilities.

### **iii. Accessibility for Individuals with Disabilities**

The County will require its AJCC operators and program providers to ensure the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. All of the County AJCC sites are required to meet strict contractual stipulations regarding accessibility of facilities and services to remain in compliance with ADA and WIOA Section 188. They are also required to ensure that work-based learning sites are ADA compliant and meet the accessibility needs of those with disabilities. Many AJCCs currently have a representative from the Department of Rehabilitation (DOR) on-site as a WIOA program partner, and all Comprehensive AJCCs will have DOR on-site by the end of 2017. The County will work closely with DOR to develop and conduct basic training for all AJCC staff on strategies and accommodations in serving persons with disabilities. This training will be conducted in person with follow up instruction on-line. The training will be required as part of the County's Continuous Quality Improvement process in place to achieve and maintain standards of excellence throughout our system.

The training being developed by DOR will augment training already in place at the County AJCCs that equips staff with tools to better serve those with disabilities, including ADA Customer Service, Use of Assistive Technology, use of TTY telephone, and Compliance with WIOA Title I Non-Discrimination Laws and Regulations. These trainings will include experiential learning with exercises that help staff understand the challenges customers with disabilities encounter. Sign Language interpreters will be engaged when needed. Every AJCC will utilize technology that accommodates the needs of individuals with disabilities including: *Zoom Text Extra 7.0* software that magnifies text up to 16 times the normal size; *Jaws for Windows* software that allows individuals with low vision or who are blind to navigate Windows and the Internet; *Magic Cursor 2000* software which performs all the functions of a mouse; hands-free manipulation equipment; and TTY telephone. All special equipment will be readily available and set-up to be self-directed.

To increase the number of individuals with disabilities who are served and placed in employment by our system, the County will identify and implement best practices and proven strategies for disability recruitment and hiring. Strategies will include posting job announcements on accessible web-based “job boards” that specialize in identifying qualified individuals with disabilities, in disability-related publications, and with specific disability organizations. Another strategy that will be employed is the provision of job application documents, training materials and tests in alternative formats such as in large font or Braille. Other strategies will include: centralizing all resources for people with disabilities in one location; promoting the availability of reasonable accommodations; publicizing the County’s commitment to hiring those with disabilities; and creating an ad campaign featuring employed persons with disabilities.

#### **iv. Roles & Resource Contributions of AJCC Partners**

The roles and responsibilities of the AJCC partners who are signatories to the Phase I MOU (page 6) are outlined in the MOU (Attachment IV). Also outlined in the MOU are the resource contribution that each partner is making available to participants through the AJCC delivery system (Matrix of Partner Resources, pages 6-7, Phase I MOU.) The County is currently negotiating a cost sharing formula and cost sharing agreements with the partners to comply with the State’s deadline for MOU Phase II completion by September 2017.

The Phase I MOU went into effect with County BOS approval in June of 2016. It establishes a cooperative working relationship among the 46 core and other required partners for the provision of shared services to employers, incumbent workers, job seekers and others needing workforce development services. In formulating the MOU, the County met with the partners individually and collectively to seek input and agreement on how AJCC services will be delivered through the AJCC delivery system. In order to serve shared customers and deliver shared services as appropriate, the Phase I MOU partners agreed to participate in joint planning, coordination and evaluation of AJCC activities. They also committed to collaborating to provide physical and electronic access to shared customers, as well as to participate in training and cross-training designed to increase awareness and understanding of individuals with barriers to employment. The Phase I MOU shared customers include:

- Adult job seekers in search of pre-employment services, training for in-demand occupations, or those seeking a new career;
- Dislocated workers who need support and services to re-connect to employment or who need additional training and services for employment in new or emerging industry sectors, or a new career;
- Youth & young adults age 14-24, especially disconnected youth who did not complete high school, who are not currently enrolled in school, or who are not working including foster, probation or low-income youth;
- Businesses and employers that are seeking assistance in finding prepared and qualified candidates for current or future employment, or seeking to upskill existing employees (incumbent workers) for new positions to meet new job requirements, to meet new industry standards, and/or to prevent or reduce layoffs or termination.

#### **v. MOUs and Cooperative Agreements**

Local Board MOUs are included as Attachment IV to this Local Plan. These include the Phase I MOU with 46 core and other required partners. It also includes agreements with other WDBs and County departments that define how the County’s workforce delivery system providers will integrate and provide access to WIOA core and other required partner program services available through our AJCC delivery system. The Phase II MOU is currently being negotiated and on track for completion by September 2017.



**vi. Indian and Native American Equal Access to AJCC Services**

The County will work closely with WIOA Section 166 grantees to ensure that Indian and Native Americans in its service areas are provided equal access to AJCC programs and services. The County's Native American Commission is housed within WDACS, which also administers the County WIOA workforce development system. Through this connection, the County will be able to conduct outreach to the region's Native American community, and regular dialogue with this community on ways the County AJCC system may best meet the workforce needs of this community.

**vii. Migrant Worker Equal Access to AJCC Services**

WIOA Section 167 Migrant Seasonal Farmworker services are not provided in the L.A. Basin region.

**viii. AJCCs as On-Ramps to Regional Sector Pathways**

Where the seven WDBs in the L.A. Basin region will work together on a regional level to develop sector pathways in the six priority sectors, the AJCCs will serve as on-ramps to those pathways. The County has made a tactical decision to earmark the majority its AJCC WIOA Adult, Dislocated Worker and Youth training dollars to fund training explicitly related to the needs of businesses in the region's priority sectors (listed in B.i. "Sector Strategies"). Dedicating funds in this manner will help the County AJCCs provide job seekers a gateway to skills and credentials that can move them into high-paying jobs, or entry level jobs that provide a foothold onto an articulated career pathway.

Another way in which County AJCCs will serve as on-ramps for regional sector pathways will be by directly partnering with K-14 schools, community colleges and adult schools through the County's Cohort Training initiative. The County's agreements with education partners in the Cohort Training initiative will stipulate that these schools work directly with selected County AJCCs to enroll Title I program participants into their Cohort Trainings. The agreements also stipulate that these trainings must fall within at least one of the County's priority sectors, and have an employer from one of these sectors committed to hiring participants who successfully complete the training.

Finally, the County will utilize the AJCCs as on-ramps to regional sector pathways by creating task forces in each of the County's priority sectors. These Sector Task Forces will identify the specific needs of employers in each sector, in each of the County's workforce service delivery areas. For example, the County has established a Healthcare Sector Taskforce devoted to addressing skill gaps at healthcare facilities in one particular workforce service delivery area. The task forces will work with the AJCC, employers within the sector, and the WIOA education partners in each service delivery area to identify the career pathways in the sector, the trainings that prepare job-seekers for the jobs along that pathway, and the AJCC Title I participants to co-enroll into the identified trainings that produce the skills and credentials needed for those identified jobs.

**E. PROGRAMS, POPULATIONS, AND PARTNERS****i. Regional Economic Development Coordination**

The County will develop a number of policies to maximize the breadth of its resources to positively impact economic development in our region. At the direction of the County Board of Supervisors, the County's workforce development system administrator, WDACS, will be partnering with the newly established Los Angeles Economic

Development Policy Committee (LAEDPC) to develop countywide workforce and economic development initiatives and policies that include the Countywide Business Registry Initiative and local hire initiatives. WDACS will also help to lead the coordination of all County entities that provide services to business, such as the Department of Business and Consumer Affairs, Health Services, Regional Planning, Community Development Commission, Fire, Office of the Assessor, and the Treasure and Tax Collector. These efforts will include cross training and resource and information sharing to better assist businesses and to expand business engagement. Economic development efforts will be organized around several priorities including the stimulation of job growth in industries that are most competitive and that will generate high-paying jobs to propel economic growth and wealth creation for all residents. The County's workforce development priorities will be developed in alignment with its long term economic development goal of supplying a workforce prepared for the jobs of the future, as well as with immediate goals of matching job seekers most in need with viable employment opportunities.

The County will also be undertaking a number of efforts to promote entrepreneurship and to support micro-enterprises. Complementing the support that the Department of Consumer and Business Affairs' (DCBA) *Small Business Division* already provides, the County Office of Economic Development will be launching a *Local and Small Business Enterprise Preference Program* to provide added incentives to micro-enterprises. Additionally, the County Board of Supervisors just approved the launch of the *East L.A. Entrepreneurial Center*, a "one-stop" for entrepreneurs spearheaded by the County's First Supervisorial District Office. A collaboration between WDACS, the DCBA, and the Community Development Commission, the Center will offer entrepreneurial training provided by local community colleges, business development services, credit repair, micro-enterprise loans through the local credit unions, and assistance in navigating the layered process of securing business licenses. Further, entrepreneurial skills training will be embedded in the County's sector-based trainings and special initiatives for target populations. Entrepreneurial training will be provided as a means of packaging and promoting one's skills, whether that be to sell one's services to a client or customer as a small business, or to sell one's skills and services to an employee.

#### **ii. Adult & Dislocated Worker Employment and Training Activities**

The County's WIOA AJCC service delivery system is comprised of eight Comprehensive AJCCs, three standard AJCCs, and one Countywide Veterans AJCC. All of these AJCCs will provide the WIOA Title I Adult and Dislocated Worker (ADW) programs and the full breadth of required Basic and Individualized Career services, Follow-Up services, and Training services as set forth under WIOA law and regulations. Comprehensive AJCCs will provide, additionally, complementary Wagner-Peyser program employment services by way of co-located EDD staff. Qualifying dislocated workers will receive training services through the Trade Adjustment Assistance (TAA) program administered by co-located EDD staff. AJCCs will also provide direct connection to employment and training services available through the TANF (CalWORKs)-funded GAIN and GROW programs operated by DPSS by way of partnership and AJCC co-location. Department of Vocational Rehabilitation programs will be available to ADW program participants through co-located DOR staff. Specialized services will also be available to Veterans through a specialized Veterans Center, and to the re-entry population, through the County's Specialized Jail-Based Job Center.

All AJCCs will form close partnerships with the K-14 schools, adult schools and community colleges that provide WIOA Title II, Carl D. Perkins CTE, and AEBG programs in the workforce development service delivery areas to which they are assigned. AJCC Title I program participants will be co-enrolled in WIOA partner programs as needed per the participant's Individual Service Strategy (ISS) or Individual Employment Plan (IEP). Individuals who

are basic skills deficient, including those who are limited English proficient, will be co-enrolled Title II Adult Basic Education and Basic Skills partner programs. One County AJCC will be located on the campus of its adult school partner, Hacienda La Puente, in order to enhance connection between the WIOA Title I, Title II, Carl D. Perkins CTE, and AEBG programs. The County will negotiate additional co-location strategies with its community college and adult school partners, as well as technology, cross-training and other mechanisms to enhance training activities for ADW program participants.

### **iii. Rapid Response Activities**

L.A. County's Rapid Response activities are coordinated and administered by WDACS and delivered through three (3) Comprehensive AJCCs. Rapid Response protocols have been established through a standard of operations agreement led by EDD and in partnership with most WDBs across Southern California. The WDBs participate in Rapid Response Regional Roundtables on the third Thursday of every month where best practices are shared and protocols are updated, if needed. The monthly meetings provide a forum for on-going input and feedback to ensure continuous improvement of all Rapid Response (RR) programs in the region. The County's Rapid Response providers also attend monthly meetings to effect strengthened partnership, coordination and continuous improvement of the County's program. These meetings address best practices, impending layoffs, and specialty grants, resources available to strengthen Rapid Response activities, capacity building, and information sharing regarding regional Rapid Response activity in multi-jurisdictions.

L.A. County's RR program provides services to both employers and employees affected by a business's downsizing or plant closure. It is a pro-active, flexible, business-focused program designed to quickly respond to layoffs and closures by coordinating services and providing immediate aid to companies and their affected workers. Three Comprehensive AJCCs, located in the Antelope Valley, Gateway Cities, and San Gabriel Valley regions respectively, will provide services to all affected businesses in the County's workforce service delivery areas on a 24 hour-per-day, 7 days-a-week basis. The County will assign Worker Adjustment and Retraining Notification (WARN) notices to each of the three regional AJCC Rapid Response providers on a rotational basis. After receiving the notice, the provider must connect with employer within 24 hours. In addition, the AJCC Rapid Response teams are charged with identifying "Non-WARN" lay-offs: lay-offs not covered by the WARN Act in which the business accepts Rapid Response services to assist employees being laid-off. The teams will provide customized services on-site at an affected company, accommodating any schedule, and assisting both companies and workers through the challenges associated with lay-offs and job loss.

The AJCC Rapid Response teams are tasked with establishing partners to quickly maximize public and private resources in order to minimize disruption associated with job loss. The teams will coordinate partners to provide the following services: assessment and implementation of layoff aversion strategies; on-site orientations to impacted employees; provision of information about unemployment benefits, Trade Adjustment Assistance Act benefits, COBRA benefits, AJCC re-employment services, coordination with Labor-Management/Workforce Transition Committees. They will also coordinate among the partners the following Lay-Off Aversion activities: assisting businesses with devising and overseeing strategies to prevent plant closures; providing referrals within the community to government services; providing linkages to economic development activities at the federal, State and local levels; and providing linkages to Federal Department of Commerce programs. The Lay-Off Aversion activities that the AJCC provides directly are: on-site access to CalJOBS; on-site registration with the AJCC; access to job fair and job posting information; training orientations on industry specific opportunities; resources for food, shelter, clothing and other emergency assistance; business services workshops; and training

to upgrade skills for reemployment. In addition, the Rapid Response teams will work with Rapid Response liaisons stationed at each County AJCC site to ensure RR services are coordinated and provided throughout the County's service delivery areas. The County provides on-going technical assistance to and regular review of RR providers to ensure services are being delivered in a consistent and comprehensive manner across the service area.

#### **iv. Youth Workforce Development Activities**

The WIOA Title I Youth program is braided with County-funded youth services and offered collectively as the "Youth@Work" program. Youth@Work offers youth ages 14-24 three Levels of Services, depending on the age and career development needs of each youth. Level I is *Work-Based Learning and Career Exploration*, Level II is *Career Development*, and Level III is *Comprehensive Career Planning & Training*. The Youth@Work program prepares youth to enter career pathways in the priority sectors by exposing them to Earn & Learn opportunities as early as 14 years old. Youth progress along their career path by matriculation through the levels of service. This career development approach supports youth in making informed career decisions over time based on LMI, real-life work experiences, and advanced education and/or training moving them deeper each year into the skilled labor force. Priority is placed on reengaging disconnected, out-of-school youth in employment and/or education that leads to viable career paths. Level I services are paired with paid Personal Enrichment Training (PET) modules that include: financial literacy, life skills, work ethics, career exploration, and goal setting based on Stephen Covey's 7 Habits of Successful Teens. Level I Work-Based Learning & Career Exploration services are offered region-wide with the County providing funding to the 6 other WDBs to carry out uniform, work-based learning to approximately 10,000 youth each year. Level II Career Development services combine education, training and work experience. AJCCs provide access to all of the 14 WIOA Youth program elements through the Level II Career Development services. Level III Comprehensive Career Planning & Training bring young adults closer to their career goals through co-enrollment in the WIOA Adult program and the provision of training that prepares them for employment in a sector pathway program. The Youth@Work program and its services will be offered at all AJCCs, and will be expanded as to other access points including but not limited to: County libraries, Parks & Recreation centers, Community Service Centers, and Teen Clubs.

In addition to the Youth@Work program and its offerings, WDACS conducted a countywide asset mapping of the types of programs, services, and resources available for youth participants, particularly for foster, Probation, CalWORKs youth and those with special needs. Our workforce system serves a significant number of youth with learning disabilities, many of whom are foster youth. To strategically and systemically serve this priority population, a coordinated effort was established through the Opportunity Youth Collaborative (OYC) comprised of the County WDB, the City of Los Angeles WDB, the Alliance for Children's Rights, the Los Angeles Chamber, the Aspen Institute, the Los Angeles Unified School District (LAUSD), the Department of Children and Family Services, and other stakeholders. The goal of the collaborative is to facilitate re-engagement of these youth in education programs to complete their education with appropriate assistance. Youth participate in trauma-informed work readiness training, engage in work-based learning, and transition to permanent employment. The County will partner with the Children's Law Center to identify and refer foster youth who are within 18-24 months of losing their AB12 status into County AJCC services. It will also implement Performance Partnership Pilot best practices, including the co-location of LAUSD Pupil Services Attendance Counselors (PSAs) at select AJCCs as a reengagement strategy for out-of-school youth.

The County is also actively pursuing the adoption of the term "uniquely abled" to support the goal of the Uniquely Abled Project whose aim is to influence a paradigm shift in viewing individuals with special needs as "uniquely

abled” as opposed to “disabled.” This model also prepares high functioning individuals with autism for high skilled jobs in manufacturing through innovative training. Youth also receive paid internships leveraged through WIOA and non-WIOA programs as appropriate. Partners include the Department of Rehabilitation, Glendale Community College, the Verdugo Jobs Center, Goodwill Industries of Southern California and other stakeholders.

The County will continue to dedicate funding to provide *Youth@Work* Level I Work-Based Learning and Career Exploration services to Probation youth while they are at camp. Youth earn the privilege of participation in the program through their good behavior. The County will work with Probation to develop and implement a strategy to identify appropriate Level I participants for enrollment into Level II Career Development services prior to their release from camp as part of their camp-to-community transition plan. Youth on public assistance are also a top priority for the County. The majority of Youth@Work non-WIOA funds will continue to be dedicated to CalWORKs (TANF) youth. Special attention will be placed on outreaching to these youths to provide them with opportunities to avoid future reliance on public assistance. Each week data on CALWORKs youth is shared with the region’s 7 WDBs to aid their enrollment into Level I Work-Based Learning services. The County will establish a uniform strategy to develop stronger linkages for this population to WIOA services. Since 2013, over 25,000 CalWORKs youth been provided work experience.

#### **v. Coordination with Secondary & Post-Secondary Education Programs and Activities**

The County will align WIOA Title II Adult Education and Literacy, Carl D. Perkins CTE, and AEBG programs and activities with WIOA Title I and other AJCC workforce development programs and activities in each of its 10 workforce service delivery areas as a means of aiding participant attainment of a secondary school diploma, post-secondary education and/or training aligned with career plans. In addition to identifying the trainings offered by education partners that align with career pathways in the priority sectors, the County is developing a one-stop online center that will include secondary and post-secondary education program resources per workforce service delivery area. This one-stop online center will assist participants in developing their literacy and obtaining the knowledge and skills necessary for employment and economic self-sufficiency. The County will provide public access to a website that will allow local job seekers and workers to access the education and career preparation course offerings of all Title II providers. The County will also conduct regional forums in which access to Title II program, resources and services will be provided to those seeking to enter the workforce.

The County will collaborate with the local Adult Education Block Grant (AEBG) Regional Consortia providers who have already done the work to align Title II Adult Education and Literacy, Carl D. Perkins CTE, and AEBG programs and services. based on a regional needs assessment they conducted in order to avoid unnecessary duplication of their programs and services. Through this collaboration, a master program of services and programs will be made available through the workforce development website and its AJCCs. A link to the County’s workforce development website will be accessible from the local Title II, Carl D. Perkins CTE, and AEBG program provider websites. Access to register for WIOA workforce services will be available at all Title II, Carl D. Perkins CTE and AEBG program sites. Training and assistance on WIOA workforce development services available at the AJCCs will be offered to Title II, Carl D. Perkins CTE and AEBG program staff on a quarterly basis in order to ensure information and access to potential workforce registrants is made accessible through all education partner program sites. A regional training for AJCC operators, Title I program providers, and Title II, Carl D. Perkins CTE, and AEBG program partner staff will be held quarterly to ensure that all participating programs and AJCCs are made aware of services provided throughout the region in coordination and alignment with educational and vocational training programs.

**vi. Coordination of Supportive Services**

Given that many of the County's WIOA participants experience multiple barriers to successful program participation and sustained employment, the coordinated provision of supportive services and needs-related payments, including transportation, is of maximum importance in ensuring these participants' success. One of the purposes of collaborating and braiding resources with WIOA core and other required partners is to ensure that shared customers receive wrap-around services, including supportive services, in a manner that coordinates and leverages partner dollars as opposed to duplicating efforts. The County's AJCC program providers are instructed to inform participants about the wide range of supportive services available to them through WIOA partner agencies, as well as to provide the appropriate referrals to the programs that offer these services. AJCC staff are required to identify and use supportive services resources offered through those partner programs before they utilize WIOA supportive service dollars. An example of AJCCs utilizing and leveraging partner resources to enhance supportive services provision is seen in the County's WIOA/TANF co-location pilot in which DPSS GAIN and GROW staff are co-located at the AJCC. AJCC WIOA Title I program career development specialists coordinate with GAIN case managers to ensure each program's supportive services are aligned, complimentary to one another, and serve the Individual Employment Plan of each participant. The same arrangement and mandate exists with regard to TAA clients, and clients of any of our other WIOA partner programs.

**vii. Coordination with Wagner-Peyser**

The County's WIOA AJCC one-stop delivery system is based on the ISD model as this model provides an optimum framework by which the alignment of programs and services of all WIOA core and other required partners may be effected. At the center of this model is the on-site co-location of EDD Wagner-Peyser at all of the County's Comprehensive AJCCs. Our ISD model is intended to reduce duplication and administrative burdens between the County's WIOA Title I programs and the Wagner-Peyser program in order to provide a better match between participants and employers through more coordinated screening, assessment, skill development, and skill certification opportunities related to the need of employers. The ISD Model includes three core principles: (1) Common Customer Pool; (2) Common Customer Flow; and (3) Common Staffing. Through the implementation of these three core principles, the County's integrated service delivery system reduces the duplication of services with Wagner-Peyser and better ensures that it responds to industry demand, aligns services and trainings to these demands, and provides job seekers with skills that lead to self-sufficiency.

**viii. Coordination with Adult Education & Literacy**

The County's WIOA Phase I MOU (Attachment IV) demonstrates its coordination with several providers of Adult Education & Literacy Skills under WIOA Title II including the following institutions: Antelope Valley Union High School District; Azusa Unified School District; Baldwin Park Unified School District; Bassett Unified School District; City of Azusa; Claremont Unified School District; City of Covina; Culver City Unified School District; El Monte Union High School District; El Rancho Unified School District; Glendora Unified School District; Hacienda La Puente Unified School District; Monterey Park Monterey Library; Los Angeles Unified School District, Lynwood Unified School District; Monrovia Unified School District; Montebello Unified School District; Mt. San Antonio Community College District; Paramount Unified School District; Pomona Unified School District; Rowland Unified School District; Santa Monica Community College District; Santa Monica-Malibu Unified School District; Whittier Union High School District; and William S. Hart Union High School District.

The County will work closely with the AEBG Regional Consortia related to the County's workforce service delivery areas to ensure expanded access to adult education and literacy for its WIOA Title I program participants. The

County will collaborate with the Consortia to align program services among Title I workforce service providers and adult education providers based on a regional needs assessment in order to avoid unnecessary duplication of services. Through this collaboration, a master program of services and programs will be made available through the County’s workforce development website, as well as through its AJCCs. A link to the County’s workforce development website will be accessible from the local Title II, Carl D. Perkins CTE and AEBG programs providers’ websites. Access to register for WIOA AJCC workforce services will be available at all Title II AEBG and Carl D. Perkins CTE program sites. Training and assistance on AJCC WIOA workforce development services will be offered to Title II, Carl D. Perkins CTE and AEBG staff on a quarterly basis in order to ensure information and access to potential workforce registrants is made accessible through all education program partner sites. A regional training for the staff AJCC operators, Title I program providers, and education partner programs will be held quarterly to ensure that all participating programs and AJCCs are made aware of services provided throughout the region in coordination and alignment with educational and vocational training programs.

The County will follow EDD Workforce Services Information Notice WSIN16-26 to review each eligible provider’s Title II Adult Education and Family Literacy Act (AEFLA) application. The County will complete and submit recommendations for promoting alignment with the local plan through the online system as identified in the Information Notice, beginning on May 17, 2017, and ending on May 31, 2017, unless otherwise stipulated or directed.

**ix. Services for English Language Learners**

The County has prioritized WIOA programs and services for Limited English Proficiency (LEP) individuals. Los Angeles County is home to just over 3.5 million immigrants from around the world. It hosts the largest communities of expatriates of several nations. More than half of the foreign-born population originates from Latin America and South America, approximately one third from eastern and southeastern Asia, and the remaining 10%, from the rest of the world. Language ability is an important aspect of employment and economic participation. Over half of the population in the County (57%) speaks a language other than English at home, with Spanish being the most common. Just 43% of residents speak only English at home. Of the 5.3 million residents that speak languages other than English at home, approximately 27% speak English less than well.

English Learners	Population	Percentage
Speaks English Less Than “Very Well”	2,407,270	
Speaks English “Very Well”	2,890,179	
Speaks Only English	4,032,116	
<b>Total</b>	<b>9,329,565</b>	

Before WIOA, workforce systems statewide served only a small percentage of this significant sub-group of Californians. The State Unified Plan challenges regions and local areas statewide to do a better job of engaging LEPs in the WIOA system to better support these residents in achieving middle income employment. Key to the County’s efforts to engage and serve LEPs is its partnership with Title II Adult Education and Literacy program partners who provide English as a Second Language (ESL) programs, and other programs that address this population’s basic skills deficiencies. All the County AJCCs enjoy well established partnerships with local Title II providers. The County will be building on these partnerships to provide Vocational English as A Second Language (VESL) programs throughout its workforce development system to provide LEPs with language learning that is contextualized to the vocation each is pursuing. VESL courses are developed through collaboration between adult

school and business partners so that curriculum is infused with the terminology and language proficiency needed for particular job functions. VESL courses also serve as a bridge for participants into credit-earning courses. The County has developed and will be implementing a policy requiring a VESL component as part of any work-based learning or training activity in which an LEP participant is engaged.

#### **F. GRANTS AND GRANT ADMINISTRATION**

The BOS has designated WDACS as the administrator of the federal WIOA funding it receives each year. On behalf of the County, WDACS conducts the procurement of the WIOA AJCC system through a Request for Proposals (RFP) competitive bid process to award sub-grant contracts to AJCC One Stop Operators (OSOs) and WIOA Title I program service providers. WDACS issued its RFP to procure AJCC OSOs and WIOA program providers on September 30, 2016. The RFP and addenda are available at <http://wdacs.lacounty.gov/business-opportunities-with-cssdoing-business-with-css/>. A Proposer's Conference was held on October 19, 2016. Proposals were due to the County December 19, 2016. Proposals were reviewed by a panel in January 2017. Winning proposers will be notified in March 2017, contracts signed by May 30, 2017, and the County's new AJCC system rolled out by July 1, 2017.

The RFP solicited proposers from for profit and non-profit organizations, public agencies, social enterprise agencies, and public and private institutions of higher education. Proposals were solicited for: OSOs for the eight (8) Comprehensive AJCCs and their associated Affiliate AJCCs; three (3) additional AJCCs with sites in South Los Angeles, the Westside and Santa Clarita; and for the countywide Veterans AJCC. The Specialized Jail-Based Job Center will be a joint effort between WDACS, Sheriff, and other County departments to establish a jail-based job center inside Pitchess Detention Center (PDC)-South Facility. All AJCCs will provide WIOA Title I ADW and Youth programs. Some Comprehensive AJCCs will also be awarded the WIOA Rapid Response (RR) and Older Americans Act (OAA) Senior Community Service Employment Program (SCSEP) contracts. SCSEP services, with the recent reauthorization of the OAA, are aligned with those of WIOA and will be operated out of the San Gabriel Valley, Antelope Valley, and Gateway Cities AJCCs in conjunction with the WIOA programs. In order to apply for the RR program and/or the SCSEP, proposers must have also applied to serve as OSO for a Comprehensive AJCC. Agencies awarded Comprehensive AJCC contracts will implement the ISD model ensuring coordination with the other WIOA core and other required partner programs. They will also be responsible for implementing the workforce development aspects of County Special Initiatives, such as the Proposition 47, Community Recidivism Reduction Grant, My Brother's Keeper, and Homeless initiatives.

It is the intent of the County to ensure, at a later date, that Comprehensive AJCCs and AJCCs provide a gender-responsive, trauma-informed jail-based program, dependent on the availability of funding, which shall include: jail in-reach employment readiness services for those currently incarcerated; system navigation into community-based Comprehensive AJCC or AJCC services once inmate is released; and re-entry-specific employment services at the Comprehensive AJCC or AJCC to include wrap-around services, through partnership with other County departments and agencies, including but not limited to: housing, substance abuse, mentorship, and family reunification services leveraged with WIOA partner programs.

#### **G. PERFORMANCE GOALS**

The County has established two sets of goals to measure the performance of our system: WIOA Accountability Measures and targets negotiated with the State, and measures beyond the Accountability Measures that assess



workforce program performance as well as community impact. The first set of goals are the six (6) Accountability Measures based on performance indicators set by the Department of Labor<sup>22</sup>. These goals (see charts below) measure Unsubsidized Employment Rate (2nd quarter after exit), Unsubsidized Employment Rate (4th quarter after exit), Median Earnings (2nd quarter after exit), Credential Attainment (during program participation or within 1 year after exit), Measureable Skills Gains (during program participation), and Indicators of Effectiveness in Serving Employers. The second set of goals are not mandated, but assist the County in tracking performance with regard to engagement of priority populations, training-related employment placements, and locally-defined business services performance indicators. Also, in order to ensure that we produce 31,200 middle-skill industry valued credentials between 2017 and 2020 as our Local Area’s contribution to the State’s stretch goal of producing 1 million such credentials<sup>23</sup> between 2017 and 2027, we have included in the second set of goals measurement of the achievement of credentials from trainings that prepare for employment in one of the County priority sectors.

**L.A. COUNTY STATE NEGOTIATED PERFORMANCE GOALS PY 2016-17\***

<b>ADULT</b>			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
65.0%	62.5%	\$4,657	52.9%
<b>DISLOCATED WORKER</b>			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
68.0%	66.5%	\$7,308	60.0%
<b>YOUTH</b>			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
62.4%	64.2%	Baseline	54.7%

**L.A. COUNTY STATE NEGOTIATED PERFORMANCE GOALS PY 2017-18\***

<b>ADULT</b>			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
68.0%	65.5%	\$5,157	55.9%
<b>DISLOCATED WORKER</b>			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
71.0%	69.5%	\$7,523	63.0%
<b>YOUTH</b>			
Employment Rate 2nd Qtr After Exit	Employment Rate 4th Qtr After Exit	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
65.4%	67.2%	Baseline	57.7%

\*Measureable Skills Gains and Indicators of Effectiveness in Serving Employers are not negotiated and will be baseline measures per EDD Directive WSD-149

<sup>22</sup> Based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1).

<sup>23</sup> Defined as sub-baccalaureate credentials with demonstrable labor market value, including industry-recognized certificates, or certifications, or certificates of completion of apprenticeship, or professional licenses, recognized by California or the federal government, as well as industry-valued associate degrees that facilitate movement into either the labor market or longer term educational programs aligned with the state’s workforce needs.

**H. HIGH PERFORMANCE BOARD (HPB) EFFORTS**

The County's WDB was one of the original 16 local boards to receive High Performing Board (HPB) certification in 2012. In order to ensure its WDB continues to meet and surpass HPB standards, the County will ensure that its system remains fully compliant with state-issued AJCC policies in the WIOA Adult Program Priority of Service (WSD15-14), Memorandums of Understanding Phase I (WSD15-12), and Phase II Memorandums of Understanding (WSD16-09) directives.

With regards to Priority of Service, all County-contracted AJCC providers have been directed, per L.A. County WIOA *B15-03: WIOA Operating Guidance*, to provide priority of service to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient according the priority of service requirements in WIOA Section 134(c)(3)(E) for the WIOA Adult program. In addition, WIOA partner signatories to the Phase I MOU have agreed to prioritize coordinated services and support to participants in the priority of service categories.

With regard to compliance with the State directives on the Phase I and Phase II MOUs, the County's Phase I MOU has been signed and executed by all mandated partners and is included in this plan (Attachment IV). The Phase II MOU is due June 30, 2017. Meetings with partners began in October of 2016 and have included negotiations for cost sharing agreements. The County is on target to meet the deadline as required.

With regard to planning with HPB-required entities as outlined in the State Workforce Services Directive (WSD16-07), in the six stakeholder forums the County hosted of the 19 regional and local planning stakeholder forums conducted throughout the region in conjunction with the 6 other WDBs, the County actively engaged stakeholders including, but not limited to: key stakeholders, major employers and industry groups from the relevant regional economy and organized labor; partners in K-12 education, career technical education, the community college system, other post-secondary institutions, and partners with DOL programs, including Youth Build and Job Corps programs.

**I. RELEVANT INFORMATION ON TRAINING ACTIVITIES**

All of the County's WIOA eligible training programs are pre-screened and ETPL-approved before WIOA participants may be considered eligible for participation in the program. The County holds a contract with South Bay WDB to maintain the region's I-Train system of ETPL-approved training institutions. The South Bay WDB reviews the L.A. County workforce development system's training institutions for ETPL eligibility, uploads the training institutions onto ETPL, processes renewals, and monitors all training provider performance. The County also requires that the training institution provide the training in accordance with the approved curriculum as specified in the school catalog and consistent with what is being offered the general public. Participants' trainings are documented in CalJOBS using training activity codes. AJCC WIOA providers are contractually obligated to ensure Customer Choice in training options. Participants are given access to I-Train to compare training institutions and their programs in order to select their preferred program, and demonstrate that the training chosen was by customer choice by signing off on an *Informed Customer Choice Form*. Participants in the WIOA Youth program who are over the age of 17 have access to ITAs as well.

**J. PUBLIC TRANSPARENCY, ACCESSIBILITY AND INCLUSIVITY**

To ensure accessibility and inclusivity in its Local Plan planning efforts, the County hosted six of the 19 stakeholder regional and local planning forums conducted throughout the County from November through December 2016

(<https://drive.google.com/file/d/0B799Ja12yhYmV3dXTHZPRVJrTEU/view?usp=sharing>). It worked closely with each of its AJCCs to ensure effective outreach was conducted to stakeholders and CBOs representing individuals from target populations reflective of the demography of each of the County's workforce service areas. The County placed particular emphasis on outreach to current and prospective partners with experience serving high-need and historically disadvantaged communities such as ex-offenders and out of school and/or disconnected and foster youth. Another prioritized group targeted in outreach efforts were current and future partners who serve LEPs. Included in the Regional Plan is a detailed description of how and which groups were contacted and invited to participate in regional planning efforts. The Local Plan was issued for a 30-day public comment period from February 3 through March 3, 2017. Outreach to gain public comment on the plan was conducted to a wide-ranging and diverse array of stakeholders, including the 300 stakeholders who attended Local Planning forums (<https://drive.google.com/file/d/0B799Ja12yhYmLUh4NXBGTTBvcDg/view?usp=sharing>). The Plan was posted and comments invited through WDACS website, Facebook page and Twitter account. In addition, the County held four Public Comment Forums during February 2017 to present the local and regional plans and invite comments.

#### **K. COMMON INTAKE AND CASE MANAGEMENT EFFORTS**

Intake and case management are conducted by AJCC Career Development Specialists and managed through the CalJOBS labor exchange and case management system. The County WIOA core program partners will be provided access to case notes and other pertinent information on shared customers through CalJOBS, as available. This approach will allow the County to track co-enrolled individuals across WIOA core programs. Partners will meet to coordinate the co-enrollments to ensure that services are not duplicated and resources are leveraged. Partners will work closely together to share information and participant progress and to ensure needs and barriers that may emerge are addressed.

#### **L. OTHER MISCELLANEOUS INFORMATION REQUIREMENTS**

##### **i. Title II Access to the Local Plan**

Title II partners will be notified of the posting of the Local Plan on the WDACS website. Announcements of the plan's availability will be made in all AJCC and WDB meetings. Copies will be available at the AJCC sites. Executive Summaries of the plan will be made available in Spanish and in any other languages upon request.

##### **ii. Priority of Service Requirements**

The County meets priority of service requirements as outlined in Section H. All contracted AJCC providers have been contractually mandated to ensure that 51% of people served by the WIOA Adult program come from at least one priority of service category. Within the basic skills deficient category, particular priority is placed on LEPs to meet the County's goal of increasing the number of LEPs served by its system. All AJCC provider staff have been trained on priority of service requirements and strategies. The County has also instituted policy establishing additional priority groups to include target populations that are the focus of Los Angeles countywide initiatives, including: foster youth, ex-offenders, individuals with disabilities, and those experiencing homelessness.

##### **iii. Portion of Local Plan Addressed in Regional Plan**

A summary of economic analysis of our region and details on Regional Industry Sector Strategies are outlined in the Regional Plan. Listing of Stakeholder Forum participants and a summary of stakeholder input on Local and Regional Plan development are also available in the Regional Plan. All elements, as required, are addressed in the Local Plan.

**LOCAL PLAN TABLE OF CONTENTS****Attachment I** – Local Plan - Executive Summary**Attachment II** – Local Board Assurances**Attachment III** – AJCC Locations and AJCC Partners

- AJCC locations
  - *Current Locations* – SEE: [List of Current AJCCs](#)
  - *New locations* – in place July 1, 2017. The system is currently in procurement
    - SEE: [Map of Regions in Future System](#)
- AJCC Partners – as of MOU Phase I are listed below (NOTE: Partner list will change as the MOU Phase II resource sharing agreement negotiations begin and our new system has been procured):

**Attachment IV** – AJCC Memoranda of Understanding

- [LA County WDB Phase I MOU with required partners](#)
- Intermediary Agreements between the RPU's seven WDBs to implement the L.A. County Youth Jobs (LACYJ) countywide youth work experience program:
  - [Foothill](#)
  - [L.A. City](#)
  - [Pacific Gateway](#)
  - [South Bay](#)
  - [SELACO](#)
  - [Verdugo](#)
- [Agreement between WDACS and DPSS that provides CalWORKs funding for LACYJ](#)
- [MOU between WDACS and Probation that provides Juvenile Justice Crime Prevention Act funding to WDACS to provide WIOA AJCC services to Probation youth](#)
- [MOU between WDACS and Child Support Services assists non-custodial parents addressing the child support fine barrier to employment via AJCCs](#)
- [L.A. County Board of Supervisors Motion outlining commitments between WDACS and other County departments to provide AJCC and other services to Prop 47 beneficiaries](#)
- [MOU between WDACS and DPSS for Data Sharing](#)
- [Data Sharing Agreement between WDACS and L.A. City](#)

**Attachment V** – Local Area Grant Recipient Listing**Attachment VI** – Local Board Bylaws

LA County WDB's Bylaws can be found here:

- [L.A. County Workforce Development Board Bylaws](#)

**Attachment VII** – Program Administration Designee and Plan Signatures**Attachment VIII** – Public Comments Summary Disagreeing with Local Plan

## **ATTACHMENT I**

### **LOCAL PLAN - EXECUTIVE SUMMARY**

The Los Angeles County Workforce Development Board (WDB) is one of seven Local Boards that comprise the Los Angeles Basin Regional Planning Unit (RPU). The WDB is an industry-led board of senior executives appointed by the County's Board of Supervisors and charged with policy oversight of the County's Workforce Innovation & Opportunity Act (WIOA) workforce development system. The Los Angeles County Workforce Development, Aging and Community Services Department (WDACS) is the County's lead agency for workforce development. WDACS is responsible for administering the 2nd largest public workforce system in the State. It administers approximately \$35 million annually in WIOA funding to provide workforce services to the four million residents and roughly 300,000 employers in 58 of the County's 88 cities and all of its 151 unincorporated areas.

The County's WDB worked closely with the six other WDBs in the RPU to develop the Regional Workforce Development Plan. The County's Local Plan is aligned with the Regional Plan as well as with California's Unified Strategic Workforce Development Plan. While the Regional Plan outlines regional sector strategies and career pathways, the Local Plan describes how the County's workforce development system will utilize partnerships between business, workforce development, education and other key partners to achieve its **vision** that ***"every business in Los Angeles County has access to skilled workers and other resources needed to succeed in a global economy, and every resident has equitable access to upward mobility and prosperity."*** The Local Plan was developed with input from over 500 partners and key stakeholders representing education, labor, economic development, and community based organizations as well as customers including job seekers, youth, and businesses. The County conducted six stakeholder forums throughout its service delivery areas attracting overwhelming participation and invaluable input that informed the development of both the Regional and Local Plans.

The County has established the following **goals** for implementing an innovative, customer-centered, coordinated, data-driven workforce system that meets the needs of businesses, job-seekers, and the regional economy:

- 1. Focus on the Needs of Business**
- 2. Spearhead System Alignment and Coordination**
- 3. Create Middle Skill Credentials**
- 4. Expand Earn & Learn**
- 5. Strengthen Economic Development**
- 6. Focus on WIOA Priority Populations**
- 7. Increase Service to English Language Learners**
- 8. Create System Inclusivity & Accessibility**
- 9. Continually Improve the System & Surpass High Performance Board Standards**

In order to meet the State Unified Plan goal to increase the attainment of middle skill, industry recognized credentials, the County has developed twelve key **strategies**:

- 1. Strategic Business Engagement**
- 2. System Alignment, Integration and Regional Coordination**
- 3. Career Pathways**
- 4. On the Job Training**
- 5. Engagement in County's Economic Development Efforts**
- 6. Specialized Centers and Programs for Priority Population**

- 7. Accessibility & Inclusivity**
- 8. Consistent Branding as America's Job Center of California**
- 9. Integrated Service Delivery (ISD)**
- 10. Multi-Generational Workforce Development Services**
- 11. Technology for Efficiencies**
- 12. Performance Driven System**

The Local Plan outlines how the County's workforce development system will serve as the vehicle through which its goals will be achieved and its strategies effected. The system is a franchise model of America's Job Centers of California (AJCCs) that offers consistent quality and uniformity of service throughout the system. AJCCs serve as hubs for local business engagement, catalysts for coordinated business services networks, central points of entry to employment and job training programs, and on-ramps to the regional sector pathways outlined in the Regional Plan. The system consists of:

- 8 Comprehensive AJCCs that fully integrate with EDD Workforce Services Partners, providing direct services to job seekers and businesses, as well as linkages to WIOA Partner and additional Partner programs and services;
- 5 additional AJCCs, including a specialized AJCC fully dedicated to serving Veterans countywide, and a Specialized Jail-Based Job Center at L.A. County Sheriff's Pitchess Detention Center in Castaic to provide targeted workforce services to the re-entry population;
- 7 Affiliates; and
- A Centralized Business Services Team to lead and coordinate the County's efforts to meet the needs of business community, and to identify strategies that align and mobilize the County's workforce and economic development resources to ensure their success.

The system is built upon an Integrated Service Delivery (ISD) model which provides the optimal framework for coordination, alignment and leveraging of resources, services and programs of the County's WIOA Core and other required program partners. Forty-six of these partners are signatories to the County WIOA Phase I Memorandum of Understanding (MOU) demonstrating their commitment to a common vision, values and goals for providing comprehensive, coordinated, customer-centered services to Businesses and Job Seekers.

Impacting the growth of the regional economy by serving the talent needs of business and industry is one of the primary goals of the Plan. The County has made a number of investments in economic development and in assisting residents--particularly those with barriers to employment-- in achieving self-sufficiency and livable wages. The Plan outlines how the County workforce system will play a central role in maximizing these investments by leveraging them with the breadth of partnerships and services sustained through its network of AJCCs. The Plan describes the role of the newly established Business Services Unit (BSU) within WDACS whose exclusive focus is on meeting the needs of the County's business community, and implementing strategies to align County workforce and economic development resources to ensure businesses' success. It describes plans for coordinated sector partnerships in each of the County's 10 workforce service delivery areas which will bring multiple employers within a sector together with education and workforce professionals to examine skills shortages. It describes strategies for serving residents most in need with innovative approaches to career pathway development leading to livable wages. In short, the Plan serves as the blueprint that will guide the system and its WIOA partners in impacting the growth of the regional economy by building a well-trained workforce attractive and responsive to businesses within the County's most growing and in-demand industries.

## **ATTACHMENT II**

### **M. Local Board Assurances**

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

- a. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- b. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- c. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- d. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- e. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- f. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- g. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIA Section 14230[a][6])
- h. The Local Board certifies that its America's Job Center of California<sup>SM</sup> (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIA Section 14233).
- i. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.
- j. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- k. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

**SIGNATURE PAGE**

**Instructions:**

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

**Local Workforce Development Board Chair**

**Local Chief Elected Official**

  
Signature

  
Signature

Erick Verduzco-Vega

Mark Ridley-Thomas

Name

Name

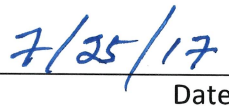
Chair – L.A. County WDB

Chair – L.A. County Board of Supervisors

Title

Title

  
Date

  
Date





## **ATTACHMENT III**

### **N. AJCC Locations and AJCC Partners**

- AJCC locations
  - *Current Locations* – SEE: [List of Current AJCCs](#)
  - *New locations* – in place July 1, 2017. The system is currently in procurement
    - SEE: [Map of Regions in Future System](#)
- AJCC Partners – as of MOU Phase I are listed below (NOTE: Partner list will change as the MOU Phase II resource sharing agreement negotiations begin and our new system has been procured):

<b>Partner Type</b>	<b>Organization</b>
<b>WIOA Title I Adult, Dislocated Worker, and Youth Title V Older Americans Act</b>	L.A. County Workforce Development, Aging and Community Services
<b>WIOA Title II Adult Basic Education and Basic Skills (25)</b>	Antelope Valley Union High School District Azusa City Library Azusa Unified School District Baldwin Park Unified School District Bassett Unified School District Claremont Unified School District City of Covina Public Library Culver City Unified School District El Monte Union High School District El Rancho Unified School District Glendora Unified School District Hacienda La Puente Unified School District Los Angeles Unified School District Lynwood Unified School District Monrovia Unified School District Montebello Unified School District Monterey Park Monterey Library Mt. San Antonio Community College Paramount Unified School District Pomona Unified School District Rowland Unified School District Santa Monica Community College Santa Monica-Malibu Unified School District Whittier Union High School District William S. Hart Union High School District

<b>WIOA Title III Wagner-Peyser Migrant Seasonal Farmworkers Veterans Trade Adjustment Assistance Act Unemployment Compensation (Insurance)</b>	Employment Development Department
<b>WIOA Title IV Vocational Rehabilitation</b>	California Department of Rehabilitation
<b>Carl D. Perkins Career Technical Education (6)</b>	Antelope Valley College Citrus College College of the Canyons Mt. San Antonio College Rio Hondo College Santa Monica College
<b>Job Corps</b>	Los Angeles Job Corps
<b>Native American Programs</b>	Southern California Indian Center
<b>Youth Build</b>	Youth Policy Institute
<b>Community Services Block Grant Temporary Assistance to Needy Families (TANF)</b>	L.A. County Department of Public Social Services
<b>Housing and Urban Development</b>	L.A. County Community Development Commission
<b>Second Chance</b>	L.A. County Probation Department

## **ATTACHMENT IV**

### **O. AJCC MEMORANDA OF UNDERSTANDING**

LA County's Memoranda of Understanding (MOUs) can be found here:

- [LA County WDB Phase I MOU with required partners](#)
- Intermediary Agreements between the RPU's seven WDBs to implement the L.A. County Youth Jobs (LACYJ) countywide youth work experience program:
  - [Foothill](#)
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  - [Pacific Gateway](#)
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- [MOU between WDACS and DPSS for Data Sharing](#)
- [Data Sharing Agreement between WDACS and L.A. City](#)

**ATTACHMENT V**

**P. Local Area Grant Recipient Listing**

STATE of CALIFORNIA  
 LOCAL AREA GRANT RECIPIENT LISTING  
 [WIOA Section 107(d)(12)(B)(i)]

**LA County Workforce Development Board**

(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Sub-recipient if applicable)	Workforce Development, Aging and Community Services	Cynthia D. Banks, Director of WDACS	3175 West 6 <sup>th</sup> Street, Los Angeles, CA, 90020	Tel: (213) 637-0798 Fax: (855) 396-8456
Fiscal Agent	Workforce Development, Aging and Community Services	An Duong, Fiscal Officer	3175 West 6 <sup>th</sup> Street, Los Angeles, CA, 90020	Tel: (213) 738-2644 Fax: (855) 396-8456
Local Area Administrator	Workforce Development, Aging and Community Services	Josephine Marquez, Assistant Director	3175 West 6 <sup>th</sup> Street, Los Angeles, CA, 90020	Tel: (213) 738-3175 Fax: (855) 396-8456
Local Area Administrator Alternate	Workforce Development, Aging and Community Services	Martha Molina-Aviles, Program Manager	3175 West 6 <sup>th</sup> Street, Los Angeles, CA 90020	Tel: (626) 393-2823 Fax: (855) 396-8456

Signature: \_\_\_\_\_  
 Chief Elected Official: Chair – L.A. County Board of Supervisors \_\_\_\_\_ Date \_\_\_\_\_

If a Local Grant Sub-recipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Sub-recipient. The agreement should delineate roles and responsibilities of each, including signature authority

## **ATTACHMENT VI**

### **Q. Local Board Bylaws**

LA County WDB's Bylaws can be found here:

- [L.A. County Workforce Development Board Bylaws](#)

**ATTACHMENT VII**

**R. Program Administration Designee and Plan Signatures**

This local plan represents the Los Angeles County Workforce Development Board’s efforts to maximize and coordinate resources available under Title I of the **Workforce Innovation and Opportunity Act**. This local plan is submitted for the period of Program Years 2017 through 2020 in accordance with the provisions of the WIOA.

**Explanation for Signature Absences on Local Plan Submitted March 15, 2017 for State Review:**

The L.A. County Local Plan (Plan) herein is being submitted *without* the signatures of the chairs of either the L.A. County WDB (WDB) or the L.A. County Board of Supervisors (BOS). The Local and Regional Plans were presented at the February 28, 2017 BOS meeting. The final Plan versions, which incorporate feedback from the State, will be brought back to the BOS for approval.

The WDB, at its March 10, 2017 meeting, approved the Plan herein to be submitted to the State by the March 15, 2017 submission deadline. The WDB Chair also agreed to approve and sign the finalized Plan at its June 2017 meeting, once the State has notified the County of Plan deficiencies and the Plan has been revised accordingly. The Plan will receive both Chief Elected Official and WDB Chair signatures, and the signed original with all required signatures and three copies will be submitted to the State by the August 1, 2017 deadline.

**Local Workforce Development Board Chair**

**Chief Elected Official**

*[Handwritten Signature]*  
Signature

*[Handwritten Signature: Mark Ridley-Thomas]*  
Signature

Erick Verduzco-Vega  
Name

Mark Ridley-Thomas  
Name

Chair – L.A. County WDB

Chairman – L.A. County Board of Supervisors

Title

Title

*[Handwritten: 7/17/17]*

Date

*[Handwritten: 7/25/17]*

Date



## **ATTACHMENT VIII**

### **S. Public Comments Summary Disagreeing with Local Plan**

#### **Local Board Record of Comments**

*Instructions: Section 108 of the Workforce Innovation and Opportunity Act requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.*

The County published its Local Plan for a 30-day public comment period from February 3-March 3, 2017. During this time, the Plan was posted to the WDB and WDACS websites, distributed widely via website link to partners and stakeholders, made known to the media via press release, and posted on WDACS' Facebook and Twitter accounts. In addition, the County conducted four (4) Public Comment Forums throughout its workforce service delivery areas to gain comment on both the Regional and Local Plans. At each forum, the Plans were presented and much stimulating conversation ensued with regard to the concepts in the Plans. Where there was much conversation, there were only four actual comments submitted either at the forum, or electronically as a result of on-line outreach for public comment. The most resounding feedback received from the forums were that stakeholders were appreciative of a forum in which they could learn, first hand, about the Plans.

None of the comment received disagree with the Plans per se; rather, they provide additional ideas or information. Hence, the comments outlined below are titled as "Additional Comments and Ideas."

**ADDITIONAL COMMENTS AND IDEAS**

<b>Local Plan Section</b>	<b>Comment/Response</b>
<p><b>Section:</b> General Comment</p>	<p><b>Comment:</b> <i>“Funding could be used more effectively if partnerships with local entities (Chambers of Commerce, for example) were able to apply for funding to use on the local level to support youth internships, training of local employees and the unemployed, small business development and growth. Right now it seems as if services that are supposed to fund local efforts either do not reach the local population/business community or has little or no real impact. Provide grants to already established and effective organizations, with clearly defined goals and objectives, and as clearly defined outcomes to measure. You would get a lot more impact for your expenditures.”</i></p> <p><b>Local Board Response:</b> This comment came from the Pasadena Chamber of Commerce which is not in our service area. The County referred the commenter and the Chamber to the Foothill WDB which serves the Pasadena area.</p>
<p><b>Section:</b> General Comment</p>	<p><b>Comment:</b> <i>“Please include Avalon/Catalina Island as a stakeholder and beneficiary of workforce efforts. Hospitality is our number one sector and is identified as a key sector in the plan.”</i></p> <p><b>Local Board Response:</b> The County explained to the commenter that the City of Avalon, and Santa Catalina Island as a whole, are indeed part of the L.A. County Local Workforce Development Area and are to be served by the Comprehensive AJCC operating out of the South Los Angeles workforce service area. The County will ensure that Catalina residents and businesses are provided access to workforce development services through the South Los Angeles AJCC.</p>



<p><b>Section:</b> Ci: Services and Service Delivery Strategies; Expanding Access to Services</p>	<p><b>Comment:</b> <i>“Access to services for the deaf and hard-of-hearing could be improved if there were an American Sign Language translator on staff at every AJCC.”</i></p>
	<p><b>Local Board Response:</b> The County responded that Section C i. of the Plan indicates that every AJCC will ensure access to American Sign Language (ASL) translators. Where the intention was that the AJCC would secure an ASL translator on an as-needed basis, the Commenter suggests that access for the deaf and hard-of-hearing would be expanded if there were an ASL translator on staff <i>at each</i> AJCC. The County responded that it would explore the feasibility of ensuring a staff person at each AJCC was trained in ASL.</p>
<p><b>Section:</b> General Comment</p>	<p><b>Comment:</b> <i>“K-12/high schools prepare students/youth with CTE and work-based learning skills. The mandate is to work with adult schools and community colleges with regard to CTE; however, with the development of career pathways and OJT, high schools need to be included in the Local Plan strategies. The partnership with AJCCs and high schools need to happen as well for integrated service delivery.”</i></p>
	<p><b>Local Board Response:</b> In response to this comment, the County made changes to the Local Plan in the following sections to indicate that partnerships with Carl D. Perkins CTE program partners will include schools and institutions in the K-14 systems:</p> <p>A. ii. COMPREHENSIVE STATEMENT OF VISION, GOALS &amp; STRATEGY; Goals</p> <p>C. iii: SERVICES AND SERVICE DELIVERY STRATEGIES; Improving Access to Industry-Recognized Post-Secondary Credentials</p> <p>D. viii. AMERICA’S JOB CENTERS OF CALIFORNIA<sup>SM</sup> (AJCC); AJCCs as On-Ramps to Regional Sector</p>

**CITY OF LOS ANGELES**  
CALIFORNIA



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

**Workforce Development Board**  
CHARLES WOO  
CHAIR



ERIC GARCETTI  
MAYOR



**Economic and Workforce  
Development Department**  
JAN PERRY  
GENERAL MANAGER

March 13, 2017

California Workforce Development Board  
Attn: Regional/Local Plan  
P.O. Box 826880, IC 45  
Sacramento, CA 94280

To Whom It May Concern:

On behalf of the Los Angeles Basin Regional Planning Unit (RPU), the City of Los Angeles Workforce Development Board and Economic and Workforce Development Department (WDB/EWDD) respectfully submit one original, three copies and one electronic version on compact disc of the unsigned Los Angeles Basin Regional Planning Unit Regional Workforce Development Plan 2017-2020. This is in accordance with State Directive WSD16-07, entitled Regional and Local Planning Guidance for PY 2017-2020. As required, one original, three copies, and an electronic version of each of the seven Local Workforce Development Plans 2017-2020 are also attached.

The required 30-day public comment period for the local plans and the regional plan have been completed.

Each of the RPU's seven Workforce Development Boards (WDB) will secure local plan approval and signatures from its respective Chief Local Elected Officials (CLEO) prior to the deadline for final submission. Similarly, WDB signatures and CLEO approval will be secured for regional plans within this time frame.

Should you have any questions regarding this submission or require additional information, please contact David Eder at 213-744-7216/david.eder@lacity.org.

Sincerely,



CHARLES WOO, Chair  
City of Los Angeles  
Workforce Development Board



JAN PERRY, General Manager  
City of Los Angeles  
Economic and Workforce Development  
Department

Enclosures:

Unsigned Los Angeles Basin Regional Planning Unit Regional Workforce Development Plan 2017-2020  
Unsigned Local Workforce Development Plans 2017-2020:

- City of Los Angeles Workforce Development Board
- Foothill Workforce Development Board
- Los Angeles County Workforce Development Board
- Pacific Gateway Workforce Development Board
- South Bay Workforce Development Board
- Southeast Los Angeles County Workforce Development Board
- Verdugo Workforce Development Board

# Workforce Innovation and Opportunity Act 4-Year Regional Planning Unit Plan and Related Local Plans Program Years 2017-2020

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## Los Angeles Basin Regional Planning Unit

**Regional Lead Contact for RPU:**

**Robert Sainz, Assistant General Manager, City of Los Angeles Economic and Workforce  
Development Department**

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**Date of Submission:**

**March 15, 2017**

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<b>Local area</b>	<b>Contact name</b>	<b>Phone number</b>
<b>City of Los Angeles WDB</b>	<b>Gregg Irish</b>	<b>213-744-7122</b>
<b>County of Los Angeles WDB</b>	<b>Otto Solorzano</b>	<b>213-738-2617</b>
<b>Foothill WDB</b>	<b>Dianne Russell</b>	<b>626-796-5627</b>
<b>Pacific Gateway WDB</b>	<b>Nick Schultz</b>	<b>562-570-9675</b>
<b>South Bay WDB</b>	<b>Jan Vogel</b>	<b>310-970-7777</b>
<b>Southeast Los Angeles WDB</b>	<b>Yolanda Castro</b>	<b>562-484-5002</b>
<b>Verdugo WDB</b>	<b>Judith Velasco</b>	<b>818-937-8031</b>

# LOS ANGELES BASIN REGIONAL PLANNING UNIT REGIONAL WORKFORCE DEVELOPMENT PLAN 2017 – 2020

## Executive Summary

The parties to the Regional Plan are the seven Local WDBs with the Los Angeles Basin Regional Planning Unit (RPU). These include the City of Los Angeles WDB, which covers a single municipality; five consortia WDBs: Foothill WDB, representing 6 cities; Pacific Gateway Workforce Investment Network, representing 2 cities, South Bay WIB, representing 11 cities; Southeast Los Angeles County (SELACO) WDB, representing 7 cities, and Verdugo WDB, representing 3 cities; and one balance of county WDB, Los Angeles County, which administers workforce programs on behalf of 58 cities and all unincorporated areas. To develop the Plan, the boards initiated a process that included: review of existing reports and analyses; individual meetings with key stakeholders; and, to gain a wide range of input, a series of 19 regional planning forums, where hundreds of stakeholders from business, education, economic development and other disciplines shared thoughts on strategies and priorities for the workforce system. The Plan is built upon four pillars defining the regional system and the Plan itself: 1) It is demand-driven, reflecting the needs of priority sectors; 2) It ensures inclusiveness and accessibility, enabling all individuals to train for and obtain a quality job; 3) it seeks alignment across disciplines, including workforce services, education and economic development; and 4) it uses regional sector pathway programs as a central strategy to build a skilled and competitive workforce.

**Economic and Background Analysis:** In 2016, the City of Los Angeles and Los Angeles County WDBs jointly commissioned an economic and labor market analysis from the Los Angeles Economic Development Corporation for the purpose of workforce development planning in the region and to support the development of this Plan. This information has been instrumental to our evaluation of target sector and overall workforce development strategies. Recovery from the Great Recession has been much slower than anticipated, with recovery of all jobs lost during the recession not occurring until 2015, and this does not take into account the job growth needed to accommodate population and labor force growth. There are, however, segments of opportunity related to key sectors. Based on recent economic analysis, the industries that have been jointly targeted by the seven WDBs in Los Angeles County include: advanced manufacturing (including "biotech"); construction; information and communications technology (including entertainment and music recording); healthcare; hospitality and tourism; and transportation and logistics.

**Regional Sector Pathways:** The Los Angeles Basin WDBs have developed some of the best "sector strategies" in California. These include not only the development of demand-driven and industry-responsive training programs, but unique approaches to working with the business community and specific companies to better understand and respond to their needs. Many of these efforts have involved more than one local board and have included the community colleges or other system partners. Programs have been developed using a variety of approaches and methods. Moving forward, the WDBs will regularly convene regional industry leaders from targeted sectors with the goal of gathering intelligence to improve and expand existing career pathways and to develop new regional sector pathway programs. Through this process, industry leaders will be asked to support sector pathways by: describing skills needed by the current workforce and new hires; describing skills gaps they encounter in the applicant pool; forecasting future training and hiring needs; reviewing existing training and credentials; indicating whether training programs are currently available to address skills needed; recommending content revisions for existing training to meet industry requirements; and recommending content for new training.

**Industry-Recognized and Valued Credentials:** Early on in the process of looking at credentials, it became clear that businesses and other stakeholders had widely varying definitions of credentials and distinct opinions on the role that industry should play in determining their value. Requirements to determine the region's industry-valued credentials include: a common understanding of credentialing; agreement on when industry input should be obtained; clarity on how industry should be engaged to review credentials; and agreement on the content of business sign-off that constitutes "industry value." Through its WDB Partnership, the local boards will convene an industry steering committee for each of the region's six target sectors to: review and recommend metrics for determining the value of credentials; review existing credentials awarded in the region that pertain to their sector and determine their value; identify credentials that would be desirable for the industry; develop a process for re-confirming the value of

credentials over time; and provide recommendations on course content for regional sector pathway programs and other training that will produce the credentials.

**Accessibility and Inclusiveness:** While the time available to produce the Regional Plan was less than optimal, the process included extensive engagement with a wide range of stakeholders. Through a series of community forums on workforce planning, thousands of individuals representing key stakeholders and communities were invited and, ultimately, more than five hundred participated. Those participating included individuals representing agencies and programs that serve immigrants and English language learners, disconnected youth, including foster youth, Native Americans, persons with disabilities, returning offenders and others with barriers to employment. The inclusiveness of the planning process reflects, to a large extent, the accessibility and inclusiveness of the regional workforce system. While one of the themes emerging from stakeholder input centers on greater use of community-based agencies as “on ramps” to the workforce system, there was also wide recognition that the system currently makes significant efforts to inform and engage individuals from every community and target group.

**Job Quality:** As part of continued planning efforts, the Los Angeles Basin RPU will develop a “quality job” definition that takes into consideration the career plan of an individual and is not arbitrarily based on a particular wage standard or fixed set of circumstances. The development of this definition will rely substantially on input from economic development and social services partners and the data they present to demonstrate the true likelihood that a given career pathway can lead to economic self-reliance.

**Compliance with Federal Requirements for Regional Coordination:** While the State Workforce Plan ensures that federal requirements for regional coordination will be met, the partners have ensured that the Regional Plan addresses all regional planning and coordination objectives prescribed by WIOA.

**Regional Agreements:** While there are many written agreements among the Los Angeles Basin boards that concern services to specific target groups, program operations and unique initiatives, no specialized memorandum of understanding (MOU) or cooperative service agreement has been developed solely for this purpose. The approval of this Plan by the seven WDBs represents agreement among them on regional collaboration within the RPU.

**Related Plans:** The Regional Plan references compatible education and workforce plans in the Los Angeles Basin RPU. These include the community colleges’ recently released Strong Workforce Plan for the greater Los Angeles area and the various plans for the region’s thirteen Adult Education Block Grant (AEBG) consortia.

**Regional Goals:** The seven local WDBs comprising the LA Basin RPU have established a series of goals for the regional workforce system. Goals fall into two categories: technical goals and strategic goals. Technical goals relate to the technical requirements of regional coordination, while strategic goals help chart a course for improving the overall effectiveness of the system within the region. Examples of technical goals are: engagement of industry leaders from priority sectors in identifying skill needs, reviewing training content, determining the value of credentials and recommending programs to address skill needs; adopting a regional definition of “industry-valued” to support credential efforts; and developing guidelines for defining “quality jobs.” Strategic goals include: developing a framework for determining the scalability and replication potential of career pathway programs; adopting a regional protocol for incumbent worker training; developing a framework for supporting workers engaged in the gig economy; and more. Work toward accomplishing these goals will be a principal focus of the region over the next two years.

**Submission of Unsigned Plan:** The period required to develop, vet and publish the Regional and Local Plans for comment has just concluded. WDBs and CLEOs have been briefed on the development and content of the Regional and Local Plans. However, insufficient time was available to formally present the Regional and Local Plans to all WDBs and CLEOs for formal approval prior to the March 15, 2017 deadline. On behalf of the 7 WDBs, the City of Los Angeles will complete the following with regard to the Regional Plan prior to July 1, 2017: 1) ensure all local WDBs obtain board approval and Chairperson signature; 2) ensure all local WDBs obtain CLEO approval; and 3) submit to CWDB the signed original Regional Plan and documentation of CLEO approval.

## LOS ANGELES BASIN REGIONAL PLANNING UNIT REGIONAL WORKFORCE DEVELOPMENT PLAN 2017 - 2020

If the Los Angeles Basin Regional Planning Unit (RPU) were a state, it would be the 10th largest in the nation. With nearly 10.1 million residents, more than a fourth of California's population, the RPU is home to seven distinct local Workforce Development Boards (WDBs), each of which administers programs within a defined sub-region of Los Angeles County. While coordination across these sub-regions and among partners would seem challenging, the local boards have a long history of success in collaborating on a wide array of projects and priorities. However, this collaboration has not previously been defined by the standards expressed within the Workforce Innovation and Opportunity Act (WIOA). The statute's requirements for regional planning have required local boards and system stakeholders to begin to rethink collaboration. Given WIOA's definition of regional coordination and the State Workforce Plan's vision for the alignment of economic development, education and the workforce system, the RPU's local WDBs have identified opportunities for strengthening coordination. The result of that process makes up the key content and objectives of this Regional Workforce Development Plan (the "Plan").

### Approach

In early 2016, the seven local WDBs determined that support was needed for both the planning process and development of the Plan. On behalf of the region, the City of Los Angeles procured two independent consultants, John Chamberlin and David Shinder, for this purpose. A third consultant, Ruben Gonzales, was engaged to examine strategies for better serving disconnected youth. The consultants and the local boards worked closely together to identify, gather, review, and analyze information and input. This approach included:

Review of Reports, Analyses and Other Documentation: Voluminous work describing the regional economy and the local workforce system was collected and carefully reviewed to identify successful sector strategies and other promising initiatives.

One-on-One Discussions with Key Stakeholders: The regional planning guidance identified a number of strategic regional planning partners. Meetings were held with individuals representing these agencies and programs.

Participation in Group Activities and Discussions: The consultants participated in numerous group activities and discussions co-organized by the local WDBs, the community colleges and other stakeholders.

Regional Stakeholder Forums: The local WDBs designed and hosted a series of stakeholder forums on issues posed by the regional planning guidance. The rationale for holding the forums was that a significant amount of input could be gathered at once, and that, by cross convening stakeholders, dialog would be richer, more revealing and more conducive to achieving workforce system alignment.

This approach proved effective in terms of identifying key challenges and opportunities in the region and in gathering information that has been useful in developing the Plan.

### Pillars of the Los Angeles Basin Regional Workforce Development Plan

These four pillars represent the foundation on which the Plan is built:

1. It is Demand-Driven, reflecting the needs of priority sectors;
2. It ensures Inclusiveness and Accessibility, enabling all individuals to train for and obtain a quality job;
3. It seeks Alignment across disciplines, including workforce services, education and economic development;

4. It uses Regional Career Pathway Programs as a central strategy to build a skilled and competitive workforce.

One final defining element of the Plan is its continuity. The submission of this Plan for State approval does not signal the end of the planning process. The Plan will function as a guide to on-going efforts to collaborate more effectively throughout the region.

#### A. The Region and Workforce System Stakeholders

The Los Angeles Basin RPU is comprised of Los Angeles County in its entirety. There are no plans to petition for RPU modification.

##### I. The Los Angeles Basin RPU

**The Region:** Los Angeles County is home to more than 244,000 businesses. The County stretches across a geographic area of 4,088 square miles adjacent to Orange, San Bernardino, Kern, and Ventura counties in Southern California. In addition to being the most populous county in the nation, Los Angeles County is also one of the most geographically diverse, with beaches, national forests, the Santa Monica Mountains, Catalina Island, and the Mojave Desert. The region boasts numerous tourist destinations, such as museums, theaters, sports venues and amusement parks. Composed of dense urban areas such as the City of Los Angeles, to the barren desert of Mojave and many bedroom communities in between, the County has a diverse population with a wide range of skills, along with a diverse industry base. Although home to 88 incorporated cities, much of the region is comprised of unincorporated communities.

**Composition of the RPU:** The seven local WDBs located within the boundaries of Los Angeles County comprise the RPU. These include the City of Los Angeles WDB, which covers a single municipality; five consortia WDBs<sup>1</sup>: Foothill WDB, representing 6 cities; Pacific Gateway Workforce Investment Network, representing 2 cities, South Bay WIB, representing 11 cities; Southeast Los Angeles County (SELACO) WDB, representing 7 cities, and Verdugo WDB, representing 3 cities; and one balance of county WDB, Los Angeles County, which administers workforce programs on behalf of 58 cities and all unincorporated areas.

##### II. System Stakeholders, Role in Planning and Input Provided

Key workforce stakeholders in the region include local WDBs, workforce development service providers, education, economic development, public agencies, organized labor, community and non-profit organizations and, most importantly, businesses. An overview of partners that contributed to the regional planning process follows.

##### **System Stakeholders**

**Workforce Development Boards:** The seven local WDBs within the RPU have formed and collaborate through the Los Angeles Basin WDB Partnership. All seven local boards have all been actively involved in regional planning by reviewing State guidance, providing copious resource documents and reference materials, organizing regional forums, and meeting to share insights, make decisions and set goals for regional coordination. During the initiation phase of the project, each WDB participated in its own planning session with the consultants. These meetings

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<sup>1</sup> Foothill WDB represents the cities of Arcadia, Duarte, Monrovia, Pasadena, South Pasadena and Sierra Madre; Pacific Gateway Workforce Investment Network represents the cities of Long Beach and Signal Hill; South Bay WIB represents the cities of Carson, El Segundo, Gardena, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lomita, Manhattan Beach, Redondo Beach, and Torrance; Southeast Los Angeles County (SELACO) WDB represents the cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood and Norwalk; and Verdugo WDB represents the cities of Burbank, Glendale and La Cañada/Flintridge.



provided the opportunity for Executive Directors and WDB leadership teams to describe their priorities and share their unique perspective on regional collaboration and planning. Because all seven WDBs have been deeply involved over the last several years in developing and implementing sector strategies, a significant portion of on-going discussion has centered on ways to maintain momentum with these strategies and to accelerate engagement with business and industry at the regional level. Throughout the planning process, the WDBs have worked diligently to make certain that the full range of organizations with a stake in workforce development have had opportunities to provide input. The WDBs have also used the regional planning process, including stakeholder input, to support development of the Local Workforce Plans, which are attached to and are incorporated into this Regional Plan.

On behalf of all seven WDBs, the City of Los Angeles Workforce Development Board has been responsible for managing the regional planning project.

Workforce Development Delivery System Providers: The Los Angeles Basin has the largest and most diverse network of workforce service providers in California. While five of the local boards operate programs in house, all seven WDBs contract some portion of their operations, which may include one-stop services, youth programs, rapid response, workshops and more. Providers include community-based organizations (CBOs), private businesses, labor organizations, education agencies and local government. This segment of the stakeholder community participated actively in planning sessions. Among the many such agencies taking part were Archdiocesan Youth Employment Services, Community Career Development, Goodwill, Housing Authority of the City of Los Angeles, ResCare Workforce Services, Managed Career Solutions and the Southeast Area Social Services Funding Authority (SASSFA).

Education and Training Institutions and Providers: Given the role that education stakeholders will continue to play in developing and delivering regional sector pathway programs, it seems fitting that hundreds of education partners were anxious to have their voices heard throughout the process leading to the development of this plan. The availability of resources, the effects of changing workplace requirements on program content and challenges associated with curriculum approval were topics addressed by many. The consultants had the opportunity to meet individually with administrators from the Los Angeles Unified School District and various colleges. During the forums, there was enthusiastic participation by representatives from the K-12 system, adult schools (including leadership of local AEBG consortia), community colleges, 4-year institutions, Job Corps, private postsecondary schools and community-based providers. Among their colleagues from education, the community colleges stood out in terms of active participation in the planning forums. With a presence at most of the sessions, the system was represented by administrators, faculty and staff from Antelope Valley College, Cerritos College, College of the Canyons, East Los Angeles College, El Camino College, Glendale College, Los Angeles City College, Los Angeles Southwest College, Los Angeles Valley College, Los Angeles Trade Tech, Mt. SAC, Pasadena City College, and Rio Hondo College.

Economic Development and Business-Serving Organizations: The planning process included the opportunity to dialog one-on-one with senior executives from both the Los Angeles Economic Development Corporation (LAEDC) and the Los Angeles Area Chamber of Commerce. Both organizations have strong ties to the workforce development community and to initiatives targeting high-growth and priority industries in the region. As the WDBs and stakeholders strive to make training and workforce programs more demand-driven, all realize that working more closely with economic development and business associations will become increasingly important. Other economic development and business assistance organizations contributing to the planning process included City of Gardena Economic Development, City of Palmdale Economic Development, Greater Antelope Valley Economic Alliance, Inglewood/Airport Chamber of Commerce, Small Business Development Centers (SBDCs) and the San Gabriel Valley Economic Partnership, among others.

Public Agencies and Government Officials: State, County and municipal agencies operating many of the public programs that are essential partners in the region's workforce development system were generous contributors to the planning process. Discussions took place with leadership and staff from the California Employment Training Panel (ETP), City of Los Angeles Department of Aging, Los Angeles County Department of Social Services, Los Angeles

County Probation Department, State Employment Development Department, State Department of Rehabilitation and other agencies. Legislative staff representing City, County, State and Federal Elected Officials participated in the regional planning forums, as did mayors and council members from Arcadia, Inglewood, Lawndale, La Mirada, Sierra Madre and Whittier.

Organized Labor: As the workforce system looks to identify opportunities to better prepare workers for well-paid employment opportunities, relationships with labor unions will be critical. Many unions within the region operate registered apprenticeship programs that produce industry-recognized credentials. In addition, union employment offers the advantage of wages and benefits negotiated under a collective bargaining agreement. The consultants had the pleasure of meeting individually with Maria Elena Durazo, former head of Los Angeles County Federation of Labor, AFL-CIO and current General Vice President for Immigration, Civil Rights and Diversity with UNITE HERE, who described advantages she sees resulting from the workforce system's collaborating more extensively with organized labor to meet regional training needs. Also participating in planning discussions were representatives of DC 36 Painters and Allied Trades, Industrial Heat and Frost Insulators Local 5 JATC, IBEW Local 11, IATSE Local 38, LA/OC Building Trades Council, Operating Engineers Local 501 and UNITE HERE's Taft-Hartley training arm, the Hospitality Training Academy.

Community and Non-Profit Organizations: The participation of CBOs in the regional workforce planning process was crucial to gathering information about the resource needs of historically underserved communities, at-risk target populations and those with needs for intensive pre-employment interventions, including English language and basic skills training. Many CBOs contributed their time, sharing information on the evolving workforce needs of the region from a community perspective. Organizations providing input on the plan include, but are not limited to Communitas, Brotherhood Crusade, Friends Outside, Los Angeles LGBT Center, Minority AIDS Project, Safe Place for Youth, The Rightway Foundation, Salvation Army HAVEN, SER, and United American Indian Involvement, Inc.

Businesses: Among the most important resources in the planning process were companies of various types and sizes doing business throughout the region. The workforce stakeholders, including the seven local boards, work very closely with business on a day-to-day basis and shared business feedback. Businesses that participated directly in the planning discussions included: Allison Tutoring, Allstate Insurance, Arbor Travel, Amada Miyachi America, Central Copy, Eido, Embassy Suites, Farmer John, Hormel Foods, Genesis Corporation, Glen West Management, Little Brothers Bakery, Mana Nursery, Magellan Advisors, Microsoft, Motion Picture Industry Pension and Health, PacFed Benefits Administration, Yusen Logistics, World Financial Group, and Virco, Inc.

***Gathering Stakeholder Input:*** As indicated, individual meetings and conversations were held with a number of partners. However, the primary means of gathering input was through regional stakeholder forums. Over a six-week period in November and December 2016, a total of nineteen forums were conducted, with more than five hundred stakeholders (representing a wide cross-section of partners from business, education, economic development, organized labor, community-based agencies and the workforce system) participating and sharing their knowledge, experiences and opinions. Each forum addressed one or more critical elements covered by the Plan.

The forums generally lasted two hours and provided participating stakeholders with a brief overview of the regional planning process and background on the session's topic. The consultants acted as facilitators and posed three to five broad questions to the participants, facilitating discussions to inform regional planning efforts. The WDBs hosted the forums which are outlined in Attachment II, a, and which addressed the following five topics:

Sectors and Career Pathways: Participants were introduced to the concept of career pathways as a combination of education, training and other employment-supporting services. Questions posed to individuals attending the forums included:

- What are the "hard-to-fill" jobs and occupations in demand sectors?
- Where are the skill gaps?

- What career pathways exist to help workers enter and succeed in these jobs and occupations?
- What can we do as a community to improve career pathway opportunities?

Pathways to the Middle Class: The facilitators started off these sessions by introducing stakeholders to a key objective of the State Plan - enabling upward mobility for all Californians, including populations with barriers to employment. The emphasis that the State Plan places on job quality was also discussed. Those attending the forums provided responses to these questions:

- What is a “mid-level” or “middle class” job in our community?
- Which “mid-level” jobs are hard to fill due to local skills shortages?
- What skills and prior experience do these jobs require?
- What is the career pathway to land and succeed in these jobs?
- What can we do as a community to see that local people who have major barriers to employment can enter and succeed in these career pathways?

Aligning and Leveraging Workforce and Education Resources: The focus of these forums was on the full range of workforce and training resources, with training being defined in the broadest terms to cover foundational skills, academic skills, vocational skills and work readiness and work maturity skills. Participants shared their thoughts on:

- What education, training and workforce resources does our community currently have?
- Do these resources provide trainees the skills needed for in-demand jobs in key sectors?
- How can we improve the ways in which these educational and workforce resources are used to help all jobseekers (including youth and those with barriers to employment) succeed in the identified, highest priority career pathways?
- How can we ensure that youth and job seekers with serious barriers to employment have access to and succeed on these career pathways?

Industry-Valued Credentials: Building upon the proposition that only industry can determine what credentials it values, stakeholders responded to the following questions:

- What credentials are currently available that fit the critical career pathways?
  - Do these credentials meet business/industry expectations? How could they be improved?
  - Are methods to get these credentials reasonably accessible to potential members of our workforce with significant barriers to employment? English Language Learners? People with minimum wage jobs? Others?
- How can we improve access to credentials along career pathways?

System Accessibility: For context, sessions on this topic opened with a discussion of populations likely to face one or more employment barriers and the services they most often need to prepare for work. Stakeholders were asked how we could work together to build a more accessible, inclusive and responsive workforce system:

- Are basic skills training and other pre-vocational services available in sufficient quantity to meet the demands for these services?
- How can workforce and education services be made more accessible to all job seekers?
- What groups are most at risk of being left behind?
- For foreign born individuals and English Language Learners, what workforce and education services are available to address workforce challenges?
- What role do community-based organizations play in providing accessibility?

The forums became a focal point of the regional planning process and a milestone in developing broader and more inclusive regional partnerships. They yielded substantive input both from individuals and organizations that are integral to the daily operations of the region’s workforce system and from those who have little familiarity with it.

While commentary expectedly varied from session to session, common themes emerged across the region. Several of these are summarized below.

**Stakeholder Input, Commentary and Recommendations:** Over the course of individual meetings and the nineteen forums, commentary was robust. Some contributors championed the demand side, focusing on how best to address business challenges, while other focused on ways in which to address the needs of workers. Still other input focused more on the workforce system itself and how to best position local boards to function regionally and collaborate more effectively with system partners. Fourteen major themes encapsulate comments and recommendations received during the regional planning process:

1. Think like a system. “Regional” requires not merely coordinating across geographic boundaries, but working across funding boundaries/siloes, ensuring that we coordinate across “disciplines.”
2. Own the “LA Reality:” The complexity of the nation’s most populous workforce region makes achieving full regional coordination a daunting objective. Diversity is a hallmark of the region, creating niche interests among businesses and within communities.
3. Engage Industry Regionally and as a Workforce System: The workforce system needs on-going input from industry on hiring, training and skill needs. This should be coordinated on behalf all workforce partners in the region to inform the content and structure of regional sector pathway programs.
4. Utilize Community On-Ramps: To promote opportunity and accessibility for all, the workforce system should expand its already considerable use of community-based resources (organizations, programs, locations) as on-ramps to training and services.
5. Understand the Economy: Good workforce strategies demand a good understanding of the economy. Can resources be marshalled throughout the region to better understand and to help grow the ever changing Los Angeles Basin economy?
6. Prepare People for Jobs: The role of the workforce system must transcend job matching and concentrate more on preparing a skilled workforce.
7. Expand the Definition of Foundational Skills: Literacy and numeracy skills are required for workplace success. The definition of foundational skills should be expanded to include digital literacy/technology skills and customer service skills.
8. Teach Essential Workplace Skills: Businesses continue to emphasize the need for candidates to demonstrate work readiness and work maturity skills. These skills should be validated for all candidates prior to job referrals.
9. Emphasize English Language Skills: Strong English skills are required for many entry-level jobs and become even more important for workers to “move up the ladder” into middle skill jobs.
10. Communicate, Message and Broadcast: Communicate as a system, ensuring information is effectively shared across workforce system stakeholders. To gain market recognition, adopt common messaging strategies directed towards businesses and job seekers/workers. Broadcast the value of the system.
11. Emphasize the Use of Internships, Job Shadowing, Work Experience, Apprenticeships, and Other Work-Based Learning: The opportunity to learn about work and learn skills in the workplace is crucial to initial and long-term success on the job. These services should become a bigger part of the region’s approach to training workers.
12. Invest in Incumbent Worker Training: Businesses value and desire this service as much (or more) than training and referral of new workers. Can a regional protocol be developed for training/“up-skilling” currently employed individuals?
13. Recognize and Address the “Gig” Economy: There is wide recognition of the gig economy and its importance for many individuals, particularly younger workers. What role should our system play in helping gig workers to manage this approach to employment? Entrepreneurial skills training, particularly for youth and young adults, should be expanded.
14. Expand Effective Strategies for Disconnected Youth: There are a number of outstanding, holistic programs in the region which help youth and young adults complete school and train for employment. These programs are achieving impressive results and need to be strengthened and expanded.

## B. Analysis of Key Economic Conditions, In-Demand Sectors and the Workforce

The Los Angeles regional economy is, in a word, incomparable. If Los Angeles County were a nation, its economy would be the 19th largest in the world. Among the County's labor market strengths is its population, both in terms of size and diversity. The population is young and able to provide a large pool of candidates to business both now and in the future. The region's economy is also diverse, boasting sizable industry presence spanning sectors such as aerospace manufacturing, entertainment, fashion, biomedical services, consumer products, tourism and others. The region, however, faces challenges. Recovery from the recession has been slower than hoped for and the jobs being created are disproportionately in lower wage positions.

The information that follows provides a context for the regional workforce strategies envisioned by this Plan. The state and local analyses from which the following data is drawn have been invaluable in the planning process, as has been information provided by stakeholders during the planning process.

**Primary Economic Analysis Resources:** In 2016, the City of Los Angeles and Los Angeles County WDBs jointly commissioned economic and labor market analysis for the purpose of workforce development planning in the region and to support the development of this Plan. The following analyses by LAEDC provide the foundation for the region's assessment of labor market conditions. The first item is a comprehensive data analysis of, as its title suggests, people, industry and jobs. The text within this section is largely excerpted from LAEDC's report. The "data supplement" provides additional information on target populations and jobs.

- *Los Angeles: People, Industry and Jobs 2015 - 2020, May 2016*, LAEDC Institute for Applied Economics (Attachment I, a)
- *Data Supplement - Los Angeles: People, Industry and Jobs 2015 - 2020, December 2016*, LAEDC Institute for Applied Economics (Attachment I, b)

**Other Economic Analysis Resources:** The Los Angeles Basin Regional Plan also makes use of data summaries and analyses prepared by our partners at the California Employment Development Department's (EDD) Labor Market Information Division (LMID). In particular, the RPU Summary has been useful with regard labor force data. The Economic Analysis Profile has served as a reference point against which to compare local analysis.

- *Regional Planning Unit Summary: Los Angeles Basin*, California Employment Development Department, Labor Market Information Division (EDD LMID), September 1, 2016 – Revised (Attachment I, c)
- *Regional Economic Analysis Profile, Los Angeles County*, EDD LMID, April 2015 (Attachment I, d)

**Labor Market Intelligence from Local WDBs and System Stakeholders:** As described in the introduction to this Plan, discussions with business, economic development, education and other system stakeholders have been essential to formulating opinions about and strategies for the Los Angeles Basin's workforce system. Stakeholder input has provided a real world context for the wide range of economic and labor market data and analysis.

### I. The Regional Economy

LAEDC's May 2016 report for the regional workforce system examines the labor market from the vantage point of leading industries. The following, extracted from the report, provides insight on regional economic conditions.

**Current Employment by Industry:** Los Angeles County is largely service-oriented, with services accounting for about three-fourths of all non-farm employment. Government employment (including local, state and federal government employment) accounts for 13 percent of non-farm employment. Among the service industries,

educational and health services is the largest, accounting for over 17 percent of employment, followed by retail trade, professional and business services and leisure and hospitality.

At a more disaggregated level, the largest private sector industry in terms of employment in Los Angeles County in 2013 was food services and drinking places, providing 340,490 jobs. This industry includes all food services, including full-service restaurants, fast food outlets, caterers, mobile food services and drinking establishments. Close to 93 percent of this industry's employment was in restaurants.

The second largest industry was professional and technical services, providing 275,660 jobs. This industry is large and diverse, and includes a variety of professions such as legal, accounting, architectural, engineering, computer design, advertising, environmental consulting, commercial photography, veterinary services and more.

Other significant industries in the county include administrative and support services (which includes temporary employment), social assistance, ambulatory health care services (such as doctors' and dentists' offices), motion pictures and sound recording industries and hospitals, together providing more than 900,000 very different types of jobs.

**Industry Competitiveness:** While large industries are valuable in their ability to provide job opportunities for local residents, other industries, while small in terms of net employment, may be important to promote economic growth. These industries are likely to be exposed to the larger global market, and if they are competitive with their counterparts elsewhere, they can gain market share by growing their companies and creating jobs. Competitiveness in this sense is measured using relative employment shares. An industry with a presence in the Los Angeles region that is larger (as a percentage of total employment in the county) than its presence elsewhere would indicate that the region has a concentration of this industry and is evidence of the region having a competitive advantage.

For example, if 4 percent of employment in the county is in the motion picture industry, while across the United States only 1 percent is employed in that industry, then the location quotient for the motion picture industry in Los Angeles is 4. A location quotient of 1.2 or higher is considered a threshold for demonstrating competitiveness.

The industry with the highest location quotient in Los Angeles County in 2014 was motion picture and sound recording industries, with a location quotient of 10.4, compared to the national average. Apparel manufacturing is a close second with a location quotient of 10.3.

Other highly competitive industries include manufacturing. Although manufacturing employment is in decline across the nation, Los Angeles remains a manufacturing center across many product lines, including leather products, textiles, petroleum and coal products, furniture, computer and electronic products and other miscellaneous manufacturing.

**Regional Industry Employment Forecast:** Employment opportunities for residents of Los Angeles County will depend on the health of the regional economy. Recovery from the Great Recession has been disappointing. Instead of robust job growth after the devastating decline of 2009 and 2010, anemic employment growth began in 2011 with a year-over-year gain of 0.6 percent. Employment growth has continued its recovery through 2015, but remains modest. Recovery of all jobs lost during the recession did not occur until 2015, however this does not take into account the job growth needed to accommodate population and labor force growth.

Many industry sectors follow this general contour of moderate post-recession recovery. Recovery strength, in many cases, is determined by the magnitude of the industry's decline during the recession. For example, construction employment fell steeply in 2008, 2009 and 2010. Its recovery in the near term is expected to be much stronger than the average, as it recovers from these deep losses.

**Job Creation Potential:** Projected growth rates of industries and their current size together determine job creation potential. A small industry growing quickly may add jobs, but the absolute number of jobs added will be smaller than a large industry growing slowly. Between 2015 and 2020, the economy is expected to add 346,000 new jobs in non-farm industries across the county.

- The administrative and support services industry is expected to add 57,560 jobs between 2015 and 2020. This is largely a result of the increase in temporary employment services, which accounts for 40 percent of the industry. Other large segments include security services and janitorial/landscape services.
- Food services and drinking places are projected to add 39,510 jobs between 2015 and 2020. This is a very large industry that includes restaurants of all types, including fast food, full service, catering and mobile food service, as well as bars and nightclubs.
- Combined health care services provided by hospitals, ambulatory health care services, nursing and residential care facilities and social assistance are together projected to add 91,770 jobs from 2015 to 2020. More than one third of the additional jobs are in social assistance.
- Fourth on the list is professional and technical services, a large and diverse industry with relatively high growth potential.
- Also on the list are specialty trade contractors, credit intermediation, motion pictures and sound recording, personal and laundry services and wholesalers.

Taken together, the aforementioned industries are expected to add more than 320,000 new jobs in Los Angeles County between 2015 - 2020.

**Target Sectors for Workforce Development:** Economic development efforts are organized around several priorities. Among these priorities are encouraging job growth in industries that are most competitive and that will generate high-paying jobs that will propel economic growth and wealth creation for all residents.

Workforce development priorities are in alignment with economic development goals, but are also motivated by the need to match those most in need with immediate employment opportunities. LAEDC's criteria for choosing target industries for the region includes: 1) industry growth rate; 2) potential job creation; 3) industry competitiveness; and 4) higher prevailing wages.

Using these sometimes overlapping, sometimes competing goals, LAEDC identified the following industries as targets for specific economic and workforce development interventions:

- Construction industries (NAICS codes 236, 237, 238);
- Selected manufacturing (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices—NAICS 313, 314, 315, 316, 325, 334, 336, 339);
- Trade and logistics (NAICS 42x, 48x, 49x);
- Entertainment and Infotech (NAICS 511, 512, 515, 518, 519);
- Health services (NAICS 621, 622, 623); and
- Leisure and hospitality (NAICS 721, 722).

These are similar to the industries that have been jointly targeted by the seven WDBs in Los Angeles County: advanced manufacturing (including "Biotech"); construction; information and communications technology (including entertainment and music recording); healthcare; hospitality and tourism; and transportation and logistics. Target industry descriptions follow:

**Advanced Manufacturing:** Employment in manufacturing as a whole has been declining over the past two decades, but is expected to show some improvement from current levels. A distinction must be made between durable goods and nondurable goods manufacturing. Overall, durable goods manufacturing will experience anemic job growth due

to the continued use of technology and advanced machinery to replace labor. Nondurable goods manufacturing will continue to be challenged by low-cost competition from lower income countries. Nevertheless, several manufacturing industries continue to be promising targets for employment growth based on upon their linkage to important industry clusters. These clusters include fashion, aerospace, information technology and analytical instruments and biomedical devices. Fabricated metals manufacturing is also a component industry of these important clusters and is an important regional industry. Many jobs are highly-skilled and highly-compensated and many include positions that require workers with community college degrees or advanced technical training. In addition, the expected retirement of aging skilled craftsmen presents an opportunity for apprenticeships, new entrants, and those moving up the career ladder.

Construction: As the housing market recovers, construction industries are expected to make a robust recovery. Housing starts are showing signs of life after a dismal few years. In addition, many public infrastructure projects are expected to begin, employing thousands of workers in highway, mass transit and other large construction projects. Finally, energy efficiency and the greening of existing buildings has the potential to drive employment. Together, the sector is projected to add more than 20,000 jobs between 2015 and 2020 in Los Angeles County.

Information and Communications Technology (including entertainment): As the region's signature industry cluster, the entertainment industry continues to generate employment opportunities for a range of occupations. This industry includes not only motion picture and television production, but also sound recording industries, pre- and post-production work, performing arts and independent artists and performers, and has a variety of workforce needs in its direct supply chain as well. This industry has connections across a spectrum of others, including marketing, publishing, information technology, software publishers (including video gaming) and online publishing and services. Together, these form a critical mass of creative industries and workers, which become a magnet for firms engaged in supporting and encouraging these activities. This is evidenced by these industries' high location quotients. The broader industry sector known as Information (NAICS 51) includes not only motion picture production, but also broadcasting, publishing and new media industries. This sector will grow at an average annual rate of 0.8 percent per year, almost the same rate as the overall non-farm economy. The motion picture industry has recovered since the recession, assisted by incentives received through the California Film and Television Tax Credit Program. Traditional publishing industries will continue to decline as internet publishing and broadcasting will continue to grow, bringing new employment opportunities. Overall, the information sector is forecast to add 8,460 new jobs between 2015 and 2020 in Los Angeles County.

Healthcare: This is a large and growing industry sector that includes ambulatory health care services, such as doctors' offices, dentistry practices, medical laboratories and home health care services; hospitals; nursing and residential care facilities; and social assistance. These are large industries with high growth potential given the ongoing demographic shift and the advancement of medical technology and coverage. The industry employs workers with a variety of skills and educational requirements, with career pathways that are achievable through stackable certificates. This sector is expected to add almost 92,000 new jobs from 2015 to 2020 in Los Angeles County.

Hospitality and Tourism: One of the region's major industry clusters, hospitality and tourism will continue to provide employment opportunities for a wide range of job entrants and incumbent workers. Food services is a large industry with a wide range of establishments serving food and beverages, including full-service restaurants, limited-service eating places, food service contractors (such as caterers), mobile food services, and drinking places. This sector is projected to add more than 49,000 new jobs from 2015 to 2020 in Los Angeles County.

Transportation and Logistics: The region has a significant competitive advantage in transportation and logistics due to import and export activity. However, the warehousing industry has become increasingly efficient and centralized and requires extremely large parcels of land, which are not available in Los Angeles County—expansion is moving to the Inland Empire. Transportation will continue to grow as the region's ports handle increasing trade volumes and as goods are delivered to inland warehouses. Wholesale activities are included in the trade cluster, and although traditional wholesale activities will grow slowly, transactions conducted online will grow robustly. The sector will add



approximately 15,250 jobs from 2015 to 2020. Many of these jobs can be filled by workers with lower levels of education and limited work experience.

**II. Skill Requirements for a Diverse Region**

The in-depth stakeholder engagement process, which was central to the region’s planning efforts, included both business representatives and individuals from organizations that serve businesses. These stakeholders pinpointed several key skill areas that companies require of their employees and job candidates. These include:

Foundational skills: Basic literacy and numeracy skills are required in virtually every type of work. Education partners equate the typical minimum requirements of businesses for language and math skills at the 8<sup>th</sup> grade proficiency level.

Core competency skills: Over and over again, businesses and those who provide training for their workers expressed that digital literacy is now a core competency. While the ways that technology manifests within a company and in relation to specific jobs are countless, a baseline understanding of computer/microprocessor operations is now essential for virtually all work. Many businesses expressed similar thoughts about “customer service” skills, recognizing that strong customer relations, be they external or internal, affect productivity and profitability.

Essential work readiness and work maturity skills: Punctuality, team work, customer responsiveness, critical thinking, and accepting supervision are among a long list of workplace behaviors, attitudes and knowledge that businesses require. Many businesses, for which specific licensure/certification is not a prerequisite, indicate that these skills alone can qualify a job applicant.

Job-specific vocational skills: Representatives from each target industry described specific vocational skills needed for entry and mid-level workers. Industry engagement will continue to focus on translating skill requirements into training for each target sector. In most cases, this will involve updates to the technical content of curricula, especially as workplace skills are altered by technology and automation. In other cases, as technology and market place conditions create new job classifications or completely new skill requirements for existing classifications, new curricula will need to be developed. Occupational analyses for each of the region’s six priority sectors are provided in LAEDC’s December 2016 Data Supplement.

Regional Plan goals and action steps are further described in Section L of this Plan.

**III. The Regional Workforce**

As illustrated by the data below, the Los Angeles Basin’s workforce is massive and incredibly diverse.

**Labor Force Data:** The following labor market profile information, providing employment and unemployment data, is excerpted from EDD LMID’s September 2016 LMID Summary<sup>2</sup> for the for the Los Angeles Basin RPU<sup>3</sup>:

	May 2016	May 2015	Change	Percent
Labor Market	4,990,800	5,028,100	-37,300	-0.7%
Employed	4,777,200	4,684,200	93,000	2.0%
Unemployed	213,600	343,900	-130,300	-37.9%
Unemployment Rate	4.3%	6.8%	-2.6%	-

<sup>2</sup> For all tables under the “Labor Force Data” sub-heading, the source is U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

<sup>3</sup> Note: LMID advises that numbers may total and may vary from table to table due to rounding and other factors.

The LMID Summary also expresses labor force participation in the following terms:

Labor Force Participation	Population	Percentage
Employed or in Armed Forces	4,552,326	57.5%
Unemployed	564,669	7.1%
Not in labor force	2,796,585	35.3%
<b>Total</b>	<b>7,913,580</b>	<b>100.0%</b>

The labor force is defined as the population of working-aged individuals (16 years and older) in an area who are currently employed or who are unemployed but are still actively seeking work. Individuals not actively looking for work are excluded from the count, including students, retirees, stay-at-home parents and workers who have stopped seeking employment. From 2007 through 2012, the labor force in Los Angeles County has hovered around 4.9 million, increasing to 5.0 million in 2013 through 2015.

The labor force participation rate is the ratio of the labor force (both those employed and those unemployed) to the total working-age population. This is estimated at 64.3 percent in Los Angeles County in 2014 (the most recent year for which this data is available). Labor force participation for those aged 16 to 24 years varies greatly according to age. Many individuals under 19 are in high school and thus are classified as not in labor force. The population aged 22 to 24 years has the highest share of those employed in this population subset because many of these individuals have completed high school and the first levels of their postsecondary education and have entered the workforce.

Participation rates of older workers (aged 55 and over), while lower than average, have been rising since 1980. This is expected to continue as “baby boomers” remain in the labor force rather than retiring.

**Population Overview:** The population of Los Angeles County in 2014 was 10.0 million in 3.3 million households, accounting for more than 25 percent of the population of the State of California and making it the most populous county in the nation. The median age is 35.8 years. Just over 39 percent of the County population lives in its largest city and the county seat, the City of Los Angeles, with a population of 3.9 million in 1.3 million households in 2014. The median age in the City of Los Angeles, at 35.0 years, is slightly lower than the County average.

Median household income in Los Angeles County, estimated to be \$55,746, is approximately ten percent lower than the State median. At \$28,373, per capita income in the County is seven percent below the State average. Approximately 17 percent of households in Los Angeles County were under the poverty level in 2014, compared to 15 percent of households across the State.

**Population Growth:** In January 2015, the population in Los Angeles County was 10.14 million, an increase of more than 300,000 from the population in 2010. The California Department of Finance forecasts that the County’s population will continue to increase, reaching 10.44 million by 2020 and 10.70 million by 2025. Population growth is determined by expected net migration and the birth and death rates of the current population.

Since 1970, the population in the County has increased by nearly 44 percent, an average annual growth rate of 1.0 percent per year. In only four of the last 45 years has the population declined from one year to the next. Those years were 1972, 1995, 2006 and 2007.

**Age Distribution:** Age distribution is one way to determine whether the population within an area is expected to grow, excluding all other factors. A large number of children in an area indicates an expected increase in population. About 70 percent of the resident population of Los Angeles County is of working age (between 15 and 65 years of age). Seniors (those over 64 years of age) account for approximately 12 percent of the population. The population in the County as a whole is expected to age somewhat as the share of residents aged 65 years and older increases to

13.8 percent by 2020. This has implications for the ability of the workforce to fill local jobs, especially those jobs requiring a high level of manual labor.

**Veteran Population:** Demographic characteristics for veterans differ by sex and by age. For example, female veterans tend to be younger while male veterans tend to be older. There are 288,590 veterans living in the County. Overall, the share of the population who are veterans has been declining. Of the population aged 75 years and older, 14.5 percent are veterans, whereas of the population aged 18 to 34 years, only 1.1 percent are veterans. Of all veterans living in the County, 94 percent are male. However, younger age groups have a larger share of female veterans compared to older age groups as female participation in the armed forces has increased.

**Foreign Born Population:** Los Angeles County is home to just over 3.5 million immigrants from around the world. More than half of the foreign-born population originates from Latin America, which includes Mexico, Central America (including El Salvador, Guatemala, Honduras, Nicaragua, Belize, Costa Rica, Panama, and the Dominican Republic) and all of South America. Approximately one third of the foreign-born population comes from eastern and southeastern Asia (including the countries of China, Korea, Japan, Philippines, Vietnam and Cambodia). The remaining foreign-born population, about 10 percent, comes from the rest of the world, including Africa, Europe and Canada.

**Language Ability:** Language ability is an important aspect of employment and economic participation. Over half of the population in Los Angeles County (or 57 percent) speaks a language other than English at home, with Spanish being the most common language, spoken by 40 percent. English-speaking capability is highly-variable among different nationalities. Of the 5.3 million County residents that speak languages other than English at home, approximately 27 percent speak English less than well. This implies that of all Los Angeles County residents, a little over 15 percent speak English less than well.

**Data on Other Target Populations:** LAEDC's December 2016 Data Supplement provides data for several important segments of the labor force. Among these are:

<i>Population Group</i>	<i>Share of County Population</i>	<i>Labor Force Participation Rate</i>	<i>Unemployment Rate</i>
Persons with Disabilities	4.8%	39.8%	14.7%
Older Individuals	11.6%	64.7%	5.4%
Individuals with Limited English Proficiency	24.6%	54.5%	6.4%
Single Parents	3.0%	18.3%	6.5%

**Educational and Skill Levels:** Educational attainment is the highest level of education that an individual has achieved. Areas with higher rates of low educational attainment face challenges such as higher rates of unemployment and poverty and higher usage of public services and resources. The population of residents aged 25 years and older in Los Angeles County numbered 6.8 million in 2014. Almost 25 percent in this age group have not earned a high school diploma (or equivalent) while 20 percent have graduated high school but have no other education. Approximately 30 percent of county residents have a bachelor's degree or higher.

Unemployment is highly correlated with educational attainment. Overall, the unemployment rate for individuals aged 25 to 64 years was 7.3 percent in the County and 7.7 percent in the City of Los Angeles in 2014. Residents with a Bachelor's degree or higher had an unemployment rate of 5.0 percent in the County in 2014, roughly half the rate experienced by those at the opposite end of the spectrum—those with less than a high school diploma had an unemployment rate of 9.4 percent. Higher levels of educational attainment are also highly correlated with higher earnings. Workers with a graduate or professional degree earn an annual wage premium of almost \$53,000 over those with less than a high school diploma. Together, residents with a high school diploma or less accounted for 61.5 percent of those whose income fell below the poverty threshold.

#### IV. Workforce Development Activities within the Region

Overall, the training assets of the region are abundant and, in the aggregate, are effective at meeting the demands of industry for a variety of skill sets. Discussions with stakeholders, however, have identified a number of ways in which the system, including training providers and the career centers, can improve overall effectiveness:

- Ensure candidates are ready for work, bringing the vocational skills and foundational skills required for jobs;
- Be responsive not only to the hiring needs of business, but their overall skill needs and prepare workers to “move-up” to mid-level jobs;
- Shorten the turn-around time from when business “sounds the alarm” to the start date of training in new and updated courses;
- Develop consistency of content from one training institution to another to promote confidence that credentials resulting from training reflect the skills needed by business; and,
- Develop more on-ramps for individuals with barriers to employment to enter training that enables subsequent transition to career pathway programs - eventually leading to middle-skill and other more highly compensated employment.

Goals addressing these issues are summarized in Section L of the Plan.

***Scope and Capacity of Regional Workforce Development and Training Activities:*** The seven local WDB’s within the region all operate high-functioning workforce development systems that comply with and fulfill the objectives of WIOA. These systems include a regional network of American Job Centers of California (AJCCs) and youth/young adult programs, some of which are linked directly to AJCCs. The region’s workforce system provides access to occupational, foundational, employment readiness and remedial skills training offered by a wide variety of providers, including the following.

Community Colleges: There are 20 community colleges located within the County, nine of which are part of the Los Angeles Community College District along with 11 others, which are part of smaller districts and are commonly referred to as the “ring colleges.” Coordination between the local WDBs and the community colleges is facilitated and made more effective by the Los Angeles/Orange County Regional Consortium (LAOCRC), which represents community college’s career and technical education faculty, staff and programs in the region. LAOCRC supports regional economic growth by facilitating development and expansion of college training and educational programs to meet the needs of regional businesses and industries. Working with the Consortium are the region’s Deputy Sector Navigators (DSNs), which serve as liaisons between local colleges and business. Within the region, DSNs represent the following sectors/areas of focus: Advanced Manufacturing; Advanced Trade and Renewables; Health; Energy, Construction and Utilities; Global Trade & Logistics; ICT/Digital Media; Retail, Hospitality, and Tourism; and Small Business. The efforts of the DSNs, combined with those of deans and faculty, have resulted in the continual updating of courses. Community colleges also provide foundational skills training in language and mathematics.

Adult Education: Adult education programs tied to local school systems provide training in a number of areas, both academic and vocational. For students with barriers to employment, learning deficits and lack of a high school diploma, adult schools throughout the region are a critical resource. Adult Basic Education (ABE), which promotes development of literacy and numeracy skills required in the workplace, Vocational English-as-a-Second Language (VESL) and high school completion and equivalency programs are offered by the system. In addition, various adult schools offer career training, much of which is closely aligned to target industries and demand jobs, including welding, construction skills, entry-level healthcare occupations, warehousing, food service and culinary occupations.

Private Vocational Training: According to the State Bureau for Private Postsecondary Education, there are approximately 600 approved private training institutions in Los Angeles County. While some institutions in this category have come under scrutiny within the last several years around fee structures and student outcomes, several private postsecondary schools in the Los Angeles region have proven track records in training job seekers for in-

demand entry-level jobs, such as truck driver, medical assistant and technicians for various industries. These schools continue to occupy an important niche within the training community since, based on their small size and flexible structures, they are often able to train students quickly and place completers into jobs with local businesses.

Others: Other providers comprise an important portion of the training community. These include

- 4-Year Institutions: The RPU is home to the University of California, Los Angeles, along with five campuses of the California State University system: Dominguez Hills, Long Beach, Los Angeles, Northridge and Cal Poly Pomona. In addition, numerous private universities (such as USC, Loyola Marymount and Pepperdine) are located in the region. While these institutions are well known for awarding baccalaureate and advanced degrees, many of which are required for employment in the region's key sectors, increasingly their "extended education" divisions are providing training and producing certificates that respond to industry demands for particular skills.
- Out of Area Institutions/Online Learning – More and more on-line training content has become available, which is being used by workforce agencies, community training providers and others as resources to deliver training for both specific vocational skills and basic/remedial skills.
- Organized Labor: Unions representing the skilled trades offer a number of pre-apprenticeship and apprenticeship programs that can lead to employment with good wages and benefits.
- Job Corps: Funded by the U.S. Department of Labor (DOL), Job Corps provides education and training programs that helps young people (16 – 24) prepare for a career, earn a high school diploma or GED, and find a training-related job. The County is home to two Job Corps centers: Los Angeles and Long Beach. Those enrolled in Los Angeles can earn certificates by completing programs in Building Construction Technology; Certified Nurse Assistant; Clinical Medical Assistant; Licensed Practical/Vocational Nurse; and Office Administration. Through an articulation agreement with L.A. Trade Tech, Job Corps participants can also study Advanced Manufacturing; Automotive and Machine Repair; Construction; Finance & Business; Health Care; Hospitality; and Information Technology. At the Long Beach Center students can prepare for jobs in the following areas: Automotive Service/Repair; Cement Masonry; Certified Nursing Assistant; Clinical Medical Assistant; Facilities Maintenance; Glazing; Medical Office Support; Painting; and Pharmacy Technician.
- Operators of Specialized Grant Programs: Throughout the Los Angeles Basin, a number of specialized grant programs are available that provide training for in-demand occupations. YouthBuild provides academic and construction skills training under funding provided by the U.S. DOL. Another major source of funding for specialized training in the region is ETP, which is used extensively to provide upskills training for incumbent workers.
- Constituent-Focused Training: Programs offered by organizations serving specialized target groups (including WIOA Section 166 programs serving Native Americans) offer a wide array of vocational programs and services for jobs ranging from solar panel installation to truck driving, welding and more.
- Community-Based Organizations: An extensive number of CBOs provide training and services to support employment. Many such organizations provide foundational training which emphasizes work readiness, along with information on the behaviors, attitudes and work maturity expected by business.
- Private Industry: Business itself is a major trainer of workers, mostly using its own resources. Increasingly, workforce development, education and economic development are developing new partnerships with private businesses to make training more responsive to the specialized skill needs of industries and companies. Initiatives include providing financial support for work-based learning and designing customized training programs on behalf of specific businesses.

### ***Addressing the Needs of Limited English Proficient Individuals***

As described in LAEDC's analysis, there are 5.3 million residents of Los Angeles County that speak languages other than English at home, and of these, approximately 27 percent speak English less than well. With nearly 1.5 million individuals needing some training to strengthen English proficiency, the workforce system must work closely with education and community partners to devise effective strategies to recruit and serve this important segment of the

region's workforce. Based on input received during the planning process, the key issues to be addressed in developing such strategies include:

Recruitment: In the Los Angeles region, it is possible to work without being fluent in English. Given significant immigration over the last several decades, whole communities do business in Spanish, Chinese, Korean and other languages and in certain workplaces (factories, hotels, warehouses) day-to-day operations are conducted in a language other than English. While economists and other stakeholders all agree that increased English proficiency results in greater employment opportunities and earning potential, it is often difficult to configure ESL and VESL opportunities around work and family obligations.

Resources: Among adult education, the community colleges, private institutions and community-based training providers there is a significant amount of resources available for English language instruction, but, as reported by LAUSD representatives, these resources can be dwarfed by need. There are waiting lists for ESL programs in some communities. A first step in developing a better understanding of the full range of resources available, and the extent for which resource gaps exist, would be an asset mapping process that could be led by the AEBG consortia. Subsequently, the WDB Partnership would lead a discussion among stakeholders on strategies to expand and improve ESL and VESL training.

Access: As part of the asset mapping process described above, the partners will also assess where services are delivered, along with schedules and times. Traditional school locations and hours are not always convenient or accessible for English language learners who are most in needs of services. Community locations and even online instruction have proven effective for some learners. UNITE HERE, the hospitality union which supports more than 20,000 workers in the County, has implemented a number of very effective ESL and VESL programs at workplaces.

Training Methods: The scope of need suggests that new approaches to teaching English may prove beneficial for many, including those whose current work situations require improved English. As discussed in more detail within Section E of this plan, because traditional ESL instructional models are lengthy, more and more frequently, employment-focused language instruction focuses on speaking and communicating at work rather than upon traditional grammar. A variety of instructional methodologies for teaching English should be available to address the needs of a large and diverse pool of learners.

In response to these issues, the WDB Partnership will engage education and business partners in further planning to expand and improve English language skills acquisition in the region.

<b>C. Regional Sector Pathways</b>
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As is the case with many of the most effective strategies used by the workforce system, the development of career pathway programs began organically, as a way of responding to the unique needs of specific businesses to train both new and incumbent workers. California's State Plan raises the bar, envisioning career pathways as a central methodology for building strong regional economies.

The WDBs of the Los Angeles Basin RPU have developed some of the best "sector strategies" in California. These include not only the development of demand-driven and industry responsive training programs, but many unique approaches to working with the business community and with specific companies to better understand and respond to their needs. While many of these efforts have involved more than one local board and have included the community colleges or other system partners, some have not. Instead, programs have been developed using a variety of approaches and methods. Recently, though funding provided under the State SlingShot initiative, the region's local WDBs have implemented an approach to developing a career pathway program for the healthcare sector. It began with intensive engagement of industry partners, a review of labor market data, and collaboration with education and training providers. This approach, which appears to have all of the right ingredients for designing regional sector pathway programs, is described in more detail under "Healthcare" below.

## I. Determining Need for Regional Sector Pathway Programs

The WDBs will continue to regionally convene industry leaders from its target sectors. The goal of regional engagement of sector leaders is to gather intelligence to improve and expand existing career pathways and to develop new regional sector pathway programs. Specifically, industry leaders would be asked to:

- Describe the skills needed by the current workforce and new hires;
- Describe skills gaps they encounter in the applicant pool;
- Forecast future training and hiring needs;
- Review existing training and credentials;
- Indicate whether training programs are currently available to address skills needed;
- Indicate, for existing training, whether associated credentials (degrees, certificates, licenses) are recognized and valued by the industry;
- Recommend content revisions for existing training to meet industry requirements; and,
- Recommend content for new training.

Information obtained will be used by the workforce system (including WDBs and education partners) to update program content and to develop new courses and programs. To ensure that regional sector pathway programs remain relevant, engagement with industry leaders will need to take place annually or more frequently.

## II. How Existing Programs Work to Meet Industry Needs

The various career pathway programs described below, have all been developed to respond to unmet need. The impetus for their development did not necessarily reflect a particular deficiency in one or more programs. Rather, they zero in on skills in ways that correspond to particular needs of one or more companies.

## III. Promising Practices within the Region

A number of career pathway programs have been implemented and others are being developed across the region. While not all of these programs have been replicated across the region, they have the potential to be. Determining the scalability of these programs and developing strategies to that end is a Plan goal. A small, representative sample of existing regional career pathways programs follows:

**Advanced Manufacturing:** Dynamic, demand-driven skills training for the manufacturing sector has been developed under the leadership of several local WDBs and their partners: the City of Los Angeles, Los Angeles County, SELACO WDB and South Bay WIB.

AFAB Antelope Valley Northrop/Partnership: To help meet the demand for hundreds of trained workers in the Antelope Valley, a partnership was developed among Northrop Grumman, Antelope Valley College, the City of Palmdale, the Los Angeles County WDB, and Goodwill, which operates the local AJCC. This customized manufacturing training program is offered on the campus of Antelope Valley College with 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.

BioTech Bridge Training Program: This six-week training program at LA Valley College is supported in part with funds provided by the City of Los Angeles. Bio-manufacturing is a rapidly growing subsector of the bioscience industry,

which is currently seeking skilled workers with training in aseptic processes and current good manufacturing practices (cGMP).

AMP SoCal – Managed Career Pipeline Program: Representing the southern 10 counties of California, the Advanced Manufacturing Partnership for Southern California's goal is to provide aerospace and defense manufacturers and their supply chain with the tools, talent, and capacity to master the future. The training project operated by SELACO WDB and Cerritos College identifies firms that have been adversely affected by reduced federal contracting and seeks to improve their competitiveness by providing skills training for incumbent workers and for new hires in entry level positions. aerospace and defense manufacturers and their supply chain with the tools, talent, and capacity to master the future. Out of several AMP SoCal projects, SELACO WDB, Cerritos College, Weber Metals, LACOE, SASSFA and Homeboy Industries developed a career pipeline of workers to fill apprenticeships and other job vacancies. The first step was to identify the technician training needs of firms that have been adversely affected by reduced Defense Department procurement and contracting to improve their WIOA-eligible candidates for entry-level technician positions or to train incumbent workers in need of upgraded skills. Once participants are trained and hired, Weber Metals hosts an Apprenticeship program for Maintenance Mechanics. Maintenance is one of the most desired positions needing to be filled across the manufacturing spectrum.

SELACO WDB's Career Pathways Trust Fund project was designed to create exposure to and awareness of career options and workplace environments, knowledge of skills for in-demand occupations within manufacturing and engineering, as well as training requirements. The grant effectively connects students to the manufacturing workplace for potential work-based learning experiences. The process of engagement allows all students the opportunity to explore possible careers and make educated decisions regarding secondary academic and elective course enrollment, postsecondary plans and eventually careers.

Aerospace Engineering Career Pathway Program: SBWIB has developed a pre-apprenticeship program and is currently developing an apprenticeship program in Aerospace Engineering to create a career pathway into aerospace engineering and related occupations. In partnership with West Los Angeles College, Tooling U-Society of Manufacturing Engineers, and Training Funding Partners, Aero-Flex Pre-Apprenticeship and Apprenticeship curriculum and training is employer-driven through its Unilateral Apprenticeship Committee, which includes employers like Northrop Grumman, L3 Communications, Impresa Aerospace, Space Vector, and Verisurf Software. Aero-Flex will provide a pipeline of qualified employees to meet the employment needs of the aerospace and defense manufacturers that have been adversely affected by reduction in federal contracts. Aero-Flex has a core curriculum that is customizable and flexible to meet the unique needs of each employer. It is envisioned that the both the pre-apprenticeship and apprenticeship designs will be scalable throughout the region and beyond.

**Construction:** Examples of current and planned pathway programs in this sector come from Los Angeles County and PGWIN.

Construction Pre-Apprenticeship Training: After the City of Long Beach entered into Project Labor Agreements for nearly \$500 million in new public projects, contractors communicated the need for additional workers with very specific skill sets. Working with the LA/OC Building Trades Council 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 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.

Metro WIN-LA Program: The goal of the developing Workforce Initiative Now Program (WIN-LA) is to create a pathway for local residents who want to work in construction, professional services, transit operations and



maintenance, as well as other related jobs and careers. Los Angeles County has been working with Metro in the design of the program. Metro's model looks to leverage the regional workforce system and partnerships with education (community colleges and adult schools) to create training and career pathways into its job opportunities. The AJCC system would serve as the gateway into these programs, identifying the labor pool.

**Information and Communications Technology:** With its proximity to major studios and the surrounding network of information technology companies, Verdugo WDB has been leading efforts in this area. The initiative described will result in the development of one or more pathway training programs.

Verdugo Creative Technologies Program: Organized by Verdugo WDB in 2014 under the California Career Pathways Trust, the *Verdugo Creative Technologies Consortium (VCTC)* focuses on career pathway development in Digital Media for local high school and community college students. In early 2017, Verdugo WDB will work with the VCTC partners to expand an already impressive list of VCTC Digital Media (Information and Entertainment) industry partners, which include Warner Bros Entertainment, Inc., Nickelodeon, Cartoon Network Studios, Bento Box, Keycode Media, mOcean, The Motion Picture Editors Guild, The Art Director's Guild, The Animation Guild, Inclusion Films Workshop, Harvey Grimes Talent Agency, Authentic Films and Spot on Media, Inc. Work in progress includes: 1) a survey of industry recruiters and artist development professionals to assess skills, growth occupations, hard-to-fill positions, updated requirements for tools and technology(ies), and future hiring needs; 2) development and implementation of production classes taught by industry professionals for educators, and secondary and post-secondary students as on-ramps to Digital Media; 3) identification, recruitment, and engagement of additional major industry participants for inclusion on Verdugo WDB-facilitated skills panels to validate today's requirements for skills and competencies in high demand occupational fields; and, 4) industry outreach to develop new opportunities for student and educator participation in professional events.

**Healthcare:** The following examples include a unique work-based program designed by PGWIN and a regional sector pathway program (being led by SELACO WDB) that is currently under development.

Customized Training – Patient Care Assistant: When Memorial Care in Long Beach was looking to address a need for a specific set of skills, its leadership turned to PGWIN for assistance. Long Beach Memorial Hospital was looking to employ new workers as Patient Care Assistants, which requires skills just under the CNA level, but with specialized knowledge of hospital operations and care protocols. Together, they designed a 6-week customized training program for which hospital staff serves as instructors. Upon completion, trainees earn \$16.00 per hour and are deployed to positions within the hospital and at associated clinics and medical facilities.

Care Coordination Career Pathway: Using funding from the SlingShot initiative, the WDBs of the Los Angeles Basin, along with the Ventura WDB, formed the LA Regional Healthcare Collaborative to address the need for a skilled care coordination workforce among hospitals and clinics. Industry leaders identified care coordination as an emerging need in the healthcare industry. The process of developing a strategy to address the need has involved nearly two years of meetings among leaders in the region's healthcare industry, along with representatives from education, economic development and the workforce system. Surveys and other forms of intelligence gathering have also been part of the process. The results of these efforts have been the identification of three tiers of skills required for different settings in healthcare. At the highest level, care coordination is delivered in hospitals and similar settings by degreed professionals, who receive adding training and certification in care coordination. At the entry-level are low-skilled workers with an interest in care coordination that participate in upskills training to become part of the pipeline of future care coordinators. At this stage of development, the initiative is preparing to develop career pathways for job advancement. Regional implementation is scheduled for Summer 2017.

#### **IV. Support for Existing and Planned Sector Pathway Programs**

The Care Coordination Career Pathway project described above is an outstanding example of work being done to develop pathway programs and strategies at a regional level. However, excellent work is still occurring at the local

level as Sector Partnership committees continue to meet and as industry liaisons, sector intermediaries and business services representatives remain engaged with business and with system partners, including economic development and education. While regional industry engagement, such as that described under item I, above, will certainly be instrumental in providing information that will lead to the development sector pathways, so too will information obtained by local WDBs. The South Bay WIB holds regular meetings of sector partnerships groups in healthcare and manufacturing. The LA County WDB has organized a taskforce devoted to addressing skill gaps at a wide range of healthcare facilities, from hospitals to clinics. Verdugo WDB leads an ICT committee comprised of business, labor and education leaders to identify and respond to emerging needs in the entertainment and technology sectors. Within the Los Angeles Basin RPU, WDBs will continue to identify and devise responses to sector needs that can be scaled up throughout the region.

#### **D. Industry-Valued Credentials**

As part of the regional planning process for the Los Angeles Basin, the consultants worked with stakeholders to identify where credentials are being offered, what types of credentials are awarded (e.g. degrees, certificates, licenses), what are the perceived value of the credentials by all parties (e.g. those awarding them, those receiving them and industry), and what role businesses have had in determining their value, either as they were being developed or afterward. As a resource and as a reference point for this process, the consultants utilized the California Workforce Development Board's Credentialing Framework.

Early on in the process of looking at credentials, it became clear that businesses, workers, schools, the workforce system and others had widely varying definitions of credentials and the role that industry should play in determining their value. While credentials have certainly been on everyone's radar for a long time, what has been missing appears to include:

- A common understanding of credentialing (the State Board's Framework document helps with that)
- When industry input should be obtained
- How industry should be engaged to review credentials
- In a region where there are nearly a quarter of a million businesses, what constitutes "industry value?" If five businesses agree that a machining certificate has value, does that mean a sixth one will?

It was, therefore, determined that credentials should be a primary topic of the planning forums held with stakeholders.

#### **I. Putting Credentials into Context**

Four forums, hosted by the City of Los Angeles, Foothill, Los Angeles County and Verdugo WDBs were conducted to address the issues of what credentials exist and how industry has been engaged to determine their value.

#### ***Initiating the Credential Discussion with Industry and Stakeholders***

The stakeholder planning sessions on this topic had a good mix of participation from education, business, economic development, workforce and other stakeholders. The first part of the discussion split into two main areas: 1) what process is used to ensure "industry value" as courses are being developed; and 2) for courses already on the shelf, what processes exist for industry to review content so that it can determine the value of a credential for those who complete given courses or a program of study. Responses to these questions were varied. It is clear that the community colleges use a business advisory process to inform the development of curricula, as do other education agencies. But it was also clear that processes vary significantly from place to place and from course to course

The second part of the discussion moved to the value that businesses place on specific credentials. From forum to forum, the responses were fairly consistent and indicated that:

- Credentials are essential for some jobs. In some cases, industry not only values and recognizes credentials, it absolutely requires them. Barbers must be licensed. Truck drivers must be licensed. RNs must have an Associate's Degree or higher and pass the State registry exam. In fact, business leaders and others identified many occupations (including many "professional" jobs) that require a specific degree, license or certification.
- Credentials are optional in many cases: For other jobs, many indicated that certificates may be required, but they were not universally valued due to inconsistency in performance among workers who held them. Stakeholders commented that inconsistent course content, instructor knowledge and other factors deflate the value of certificates for some businesses. Many agreed that a certificate does not universally equate to skills and competency and that many skilled and competent workers and job candidates do not have certificates.

### ***More Intensive Industry-Led Planning on Post-Secondary Credentials***

The foregoing observations have made clear the need for the regional partners (particularly workforce, education and economic development) to implement a structured process for engagement with business on credentialing, which will also serve as a means to discuss key content issues for regional sector pathway programs. The local WDBs will:

- Convene an industry steering committee for each of the region's six target sectors to discuss work-related credentials. The committees will include a diverse cross section of businesses in terms of company size, location in the region and niche within the industry. Committees may meet on multiple occasions.
- The committees will:
  - ✓ Review and recommend metrics for determining the value of credentials.
  - ✓ Review existing credentials awarded in the region that pertain to their sector and determine their value
  - ✓ Identify credentials that would be desirable for the industry
  - ✓ Develop a process for re-confirming the value of credentials overtime
  - ✓ Provide recommendations on course content for regional sector pathway programs and other training that will produce the credentials.
- Following completion of the foregoing task, the WDB Partnership will publish a regional protocol for determining industry value and recognized credentials.

Goals on credentialing are summarized in Section L of this Plan. Updates to the Regional Plan will include information on industry-valued credentials that result from this engagement process.

## **II. Existing Industry-Valued and Recognized Postsecondary Credentials and Maintaining their Relevance for Businesses in Key Sectors**

While it is likely that credentials resulting from the career pathway programs described in Section B of this plan have all been subject to industry review and are valued by business, no credential is being put forward as "industry-valued" at this time. This will occur once the industry review process described above is completed.

## **III. Determining the Value of Credentials to Industry**

As indicated, a clear and reasonably uniform process is needed to identify that postsecondary credentials are industry-valued and recognized. The protocol above will provide this framework.

#### **IV. Principal Providers of Credentials within the Region**

Section B, Item IV of this Regional Plan provides a description of the principal providers of training and education programs throughout the Los Angeles Basin RPU. Given the focus of the Regional Plan on middle-skill jobs (and entry-level employment with a path to middle-skill jobs), the community colleges and adult schools will likely be the providers of training for most credentials. Again, this cannot be definitively stated until the industry engagement on valued credentials is completed.

#### **V. Identifying, Recording and Tracking Credential Attainment within the Region**

Because the goal of producing the region's share of the State target of a million industry-recognized credentials over the next ten years applies to the entire system (community, colleges, adults schools, 4-year institutions, registered apprenticeships, Job Corps, etc.) and not just the WDBs, the stakeholders will form a workgroup to address the apportionment of goals among local areas and, within each area, the various partners. The WDB Partnership will convene system stakeholders in discussions around both goals for credentials and the development of a process to track their attainment.

Given the population of the region relative to the state as a whole, it is anticipated that the RPU would be responsible for 25 percent of the state goal or 250,000 credentials over the coming decade. As the regional stakeholders develop a plan to track credentials, discussion with the State will be necessary regarding annual goals, as it will likely take 2 to 3 years to be fully ramped up.

<b>E. Workforce System Accessibility and Inclusiveness</b>
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Several of responses that follow do double duty by addressing two distinct, but related matters. Some of the information provided describes the ways in which the planning process itself was inclusive and ensured that the interests of those with barriers to employment were addressed. Other portions of the narrative, however, deal with the ways in which the system is accessible to at-risk and historically disadvantaged groups and, in some cases, how this access can be improved.

##### **I. Inclusiveness in the Planning Process**

As described within the introduction and in Section A, working under an extremely aggressive schedule, the partners attempted to create a process through which as many perspectives, experiences and opinions as possible could be heard. With this objective in mind, the regional planning forums were conceived. Thousands of individuals representing key stakeholders and communities were invited and, ultimately, more than five hundred participated. For each of the nineteen forums, which took place in nearly every corner of the RPU, the hosting WDB was responsible for invitations, all of which were made through electronic media, including email and online registration systems, such as Eventbrite. Results of the outreach exceeded expectations, particularly given the short turn-around times between the invitation and events. Those participating included individuals representing agencies and programs that serve immigrants and English language learners, disconnected youth, including foster youth, Native Americans, persons with disabilities, returning offenders and others with barriers to employment. Attachment II, b to the Regional Plan includes a list of those invited and Attachment II, c lists all who attended the forums.

##### **II. Participation of AEGB Consortia and Nexus with Consortia Planning**

There are thirteen AEGB consortia, representing 55 distinct education agencies, linked to the Los Angeles Basin RPU. The consortia aligned to the region are: Antelope Valley Regional Adult Education Consortium, Citrus College Adult Education Consortium, Glendale Community College District Regional Consortium, Long Beach Adult Education, Los Angeles Regional Adult Education Consortium, Mt. San Antonio Regional Consortium for Adult Education, Pasadena Area Consortium, Partnership for Adult Academic and Career Education, Rio Hondo Region

Adult Education Consortium, Santa Monica Regional Consortium for Adult Education, Santa Clarita Valley Adult Education Consortium, South Bay Adult Education Consortium (El Camino), and Tri City Adult Education Consortium.

**Participation of AEBG Leadership and Representatives:** Leadership from five of the AEBG consortia participated in one or more of the regional planning forums. Other consortia were also amply represented in the planning process, as administrators and staff from their constituent institutions participated in the regional forums. The consultants met individually with the Executive Director of Los Angeles Regional Adult Education Consortium. Again, because time was a consideration, this consortium was selected because of the vast numbers of adults served by LAUSD, the nine campuses of the Los Angeles Community College District and the three other unified school districts that make up the consortium. Input from AEBG representatives, both in the individual meeting and expressed during the forums, was extremely valuable, especially with regard to the capacity of the adult education system to provide vital training for English language learners and job seekers needing basic skills remediation or support to earn a high school diploma or equivalency. Participation of consortia representatives also shed light on the substantial capacity of some adult education programs to provide skills training for high-demand sectors including construction, healthcare, hospitality, ICT and manufacturing.

**Review of Consortia Plans:** Among the thirteen consortia, planning documents are voluminous. The consultants have reviewed some of the consortia plans (which include AB 86 Plans, Consortium 3-Year Plans and Annual Plans) and have identified significant alignment with the regional workforce system in terms of priorities, such as focus on those who have not earned a high school diploma, the need for resources and effective strategies for ESL, VESL and basic skills instruction. As described in Section J, Exhibit 2 of this Regional Plan includes a list of links to the web page where the plans for all thirteen consortia can be found.

### III. Need for and Availability of Basic Skills Education

With regard to the need for basic skills education, we know through engagement with businesses and organizations that assist them in recruiting and training employees that strong literacy and numeracy skills remain important, if not essential, prerequisites for most jobs. Because basic skills education is delivered by adult education programs, community colleges, private institutions, community organizations, Job Corps and other providers and institutions, it is not possible to estimate the number of individuals receiving these services. Further complicating any attempt to get at this number is the inevitability that many individuals participating in basic skills training are doing so within the context of a larger program and, would, therefore, not be easily identifiable as basic skills participants.

The foregoing obstacles notwithstanding, there is much that we know about need, both through data analysis and through intelligence from the field. The region's demographics and languages spoken are described in Section B. That portion of the plan also provides information and analysis about both educational attainment and language capability, suggesting that there is a significant and even overwhelming need for basic skills education within the RPU. Of note, are the following facts:

- Of the 5.3 million residents of Los Angeles County that speak languages other than English at home, approximately 27 percent speak English less than well.
- The population of residents aged 25 years and older in Los Angeles County numbered 6.8 million in 2014, and almost 25 percent of county residents in this age group have not earned a high school diploma (or equivalent).
- Overall, the unemployment rate for individuals aged 25 to 64 years was 7.3 percent in the county in 2014. However, rates of those with low levels of educational attainment are higher. Residents with a Bachelor's degree or higher had an unemployment rate of 5.0 percent in the County in 2014, roughly half the rate experienced by those at the opposite end of the education spectrum

As learned through discussion with stakeholders and review of AEBG plans and other resources, a variety of approaches are being taken to address the issue. Among the most basic areas of focus is getting more information into the community about the availability of programs. According to many stakeholders, immigrants and others with limited connection to the education system have little awareness and understanding of education and training resources for adults. A more challenging issue with regard to meeting need is resources. There is simply insufficient funding to meet the demand for basic skills training, including training for those who are English language learners.

The workforce system, adult education, community colleges and others will continue to strategize around this major issue to develop a system-wide action plan that harnesses resources from various sources.

#### **IV. Contextualizing Basic Skills into Regional Sector Pathway Strategies**

According to regional education partners, there is a wide variety of methods for integrating basic education and language development skills into vocational instruction. Following are some options.

***Integrating Basic Skills in Career Pathway Programs:*** The K-12 system, adult education, the community colleges and private training institutions all use contextualized learning, which can be simply thought of as relating subject matter content to real world applications. Although the methodology is widely known, is it not always widely applied. It is generally more convenient (due to resources, teacher preferences, student expectations and other factors) to first teach basic skills and, after students gain proficiency, provide vocational instruction. The workforce system's focus on regional sector pathway programs provides the opportunity to build basic skills and language development education right into programs. This, however, will require agreement from all participating in the development of sector pathways, including education, workforce and industry partners. In addition to affecting curriculum design, integrating basic skills into pathway programs impacts how skills are taught and how skill acquisition and proficiency are assessed. Making basic skills an integral part of training for demand occupations will enable a much broader group of candidates to prepare for well paid jobs. It will require that partners think creatively and be open to new instruction design and methods, but it can be accomplished.

***Strategies to Address Limited English Proficiency:*** English language instruction can also be contextualized and integrated in career pathway programs. Recognizing that traditional ESL instructional models are lengthy, workforce development professionals often seek other interventions in order to help move limited English proficient customers more rapidly into employment. One approach to doing so is to adopt instructional content that focuses more on function (speaking) than form (grammar) and which ties into training for a specific sector (VESL). As with integration of basic skills, developing regional career pathways that integrate English skills training will require agreement among all stakeholders.

Again, the partners will continue to strategize on these issues to develop an appropriate system-wide action plan linked to the RPU's goals for regional career pathways.

#### **V. Streamlining Access to Foundational Skills**

During regional planning sessions with stakeholders, two of the core topics were system accessibility and training/education resources. Information provided by individuals representing workforce development and education did not reveal that there are systemic bottlenecks or obstacles in moving job seekers into basic skills training. In fact, more than any other subject matter, basic skills remediation is accessible outside of traditional, semester-based schedules through adult schools, charter schools and community-based programs. The partners will continue to gather information from the field about the need to streamline processes for those seeking basic skills and will identify improvement strategies where needed.

## VI. Ensuring System Accessibility for People with Disabilities

For the workforce system and all partners, ensuring access for persons with disabilities has been and remains a top priority. In addition to making sure that no physical barriers exist, ensuring programmatic accessibility requires that those providing services have the knowledge and resources to design and implement inclusive processes and services.

**Ensuring Physical Accessibility to Services:** All partners providing training and workforce services (local WDBs, the community colleges, AEBG institutions, etc.) are subject to federal requirements under the American's with Disabilities Act (ADA) and provisions of the California Civil code ensuring access for persons with disabilities. All surveyed reported no compliance issues with physical accessibility. Each of the seven local boards is required by WIOA to form a "disability accessibility" workgroup or committee. These workgroups will share concerns, "best practices" and solutions across the RPU.

**Access to Training and Regional Sector Pathway Programs:** Regional sector pathway programs are, by definition, services and programs that identify and implement strategies corresponding to the needs of individuals. To ensure that job seekers and workers with disabilities are able to participate in career pathway programs, staff operating those programs may benefit by receiving support from stakeholders with experience in working with the disability community. Programs administered by the City of Los Angeles, SELACO and Verdugo WDBs have Disability Resource Coordinators (DRCs), who organize training and education for staff and facilitate collaboration with public and private resources. DRCs develop strategies to improve outcomes for people with disabilities. As sector pathway programs are developed, a review of accessibility will be conducted. Where potential barriers exist, the system will look to DRCs and colleagues at the State Department of Rehabilitation for resources and guidance.

## VII. Promoting Regional Sector Pathway Participation among CalWORKs Participants

Discussion with a Regional Administrator and several staff of the Los Angeles County Department of Public Social Services (DPSS) revealed that the department's goals for developing more middle class job opportunities are well aligned with the Plan's objectives to identify, develop and promote regional sector pathway programs targeted to priority sectors. TANF and WIOA programs have a long and successful history of collaboration within the Los Angeles Basin RPU. A large, successful countywide "earn and learn" program for youth is funded by TANF; DPSS utilizes the I-TRAIN system to manage its training inventory; the South Bay WIB manages the TANF-funded Temporary Subsidized Employment (TSE) program for the County; and the two systems have worked together to support staffing for new and expanding businesses. As the development of regional pathway programs continues, DPSS will be engaged as an advisor to help determine the talent resources that its customers can provide to meet industry demand.

## VIII. Regional Collaboration to Ensure Support for System Customers

Support services are typically organized at the local level since the specific services that individuals with barriers need are generally delivered locally (e.g. local transit systems linking to regional ones; childcare; work-related clothing and tools; health services; legal assistance). Accessing low and no-cost services on behalf of job seekers generally relies on developing relationships with neighborhood and community providers that have funding to deliver these services. There may, however, be services that could be purchased regionally at discounted rates where agreements can be reached on behalf of the system. The regional partners will conduct an assessment of where there may be gaps in support for individuals being served through workforce, education or other employment readiness programs. Based on this assessment, the partners will examine opportunities to bridge the gap through regional efforts.

## **IX. Incorporating Community-Based Organizations into the Network of Regional Workforce System Providers**

Community-based nonprofit organizations are critical to the delivery of workforce services in the Los Angeles Basin RPU. In the City of Los Angeles, all but two of its seventeen America's Job Centers of California are operated by CBOs. The SELACO WDB supports a network of community-based organizations and education partners, the Community Collaborative Network, which meets monthly to share various resources available to support job seekers from various target groups. At Men's Central Jail in Downtown Los Angeles, the South Bay WIB is currently working with Friends Outside Los Angeles, New Opportunities Charter School, and Five Keys Charter School to deliver AJCC services pre-release and to provide transition coordinators to facilitate post-release services including hard referrals to their local AJCC for continued employment assistance. These are just three of many possible examples illustrating how CBOs collaborate with County WDBs to both deliver and enhance workforce services.

CBO representatives have communicated the value that their organizations can bring to the workforce development system by serving as both a touchstone and as navigators for individuals with barriers. No matter the intervention provided - be it sector pathway training, job placement assistance, or support services – individuals with little to no connection to the labor market will not just need intensive job preparation services, but also intensive, on-going encouragement and guidance. Community agencies are well situated to provide the latter, as they are viewed with trust in the community.

The RPU partners will work together to even more effectively leverage the unique position and talents of community agencies to support regional workforce goals.

## **X. Creating Pathways to the Middle Class**

Discussions among stakeholders leading to the development of this Plan centered frequently on the development of strategies to help all job seekers and workers chart a course to the middle class. Regional sector pathways are crucial to this strategy. But, for these programs to support moving unemployed or underemployed individuals to a middle class career, they must offer strong career exploration, a long-range career plan, and information about on-ramps for building advanced skills that will translate into greater earning power. The goal of the system is not to retain individuals in any particular program or activity, but to ensure that they are able to access additional training and resources as they need them. The RPU partners and system stakeholders will examine opportunities to develop one or more protocols to guide practitioners in helping workers to progress upward along their chosen career path.

## **XI. Improving Strategies for Disconnected Youth**

While not a requirement for the Regional Plan, the planning process for the Los Angeles Basin included engagement with stakeholders from programs and organizations that serve youth and young adults. This process gave special attention to issues affecting disconnected youth within the region and, as a result of these discussions, the consultants identified a number of challenges to serving this population.

Research shows that nearly 20 percent of youth in the Los Angeles Basin, ages 16 to 24, are disconnected from education and employment. This equates to approximately 200,000 young people within the County that are not in school, are not working, and are not preparing to enter into the workforce. This group also includes youth who are homeless, in foster care, or are involved in the justice system.

According to stakeholders, opportunities exist to improve outcomes for disconnected youth and young adults and to increase the rate at which young people achieve success in meeting educational, employment, housing stability, health and well-being and other key lifelong developmental goals. Taking advantage of these opportunities will require the region to more closely examine barriers to providing needed interventions and services. Key issues identified by stakeholders include:



- The need for government, communities, education, the workforce system and others to coalesce in their commitment to support disconnected youth;
- Increased capacity is necessary, including additional resources to address the multiple barriers that face many disconnected youth;
- Data collection needs to be integrated across systems;
- Measures of success must to be redefined, as do contracting systems that drive services and outcomes for disconnected youth; and,
- There are systemic barriers for these youth. Services strategies much address these obstacles.

Further review of opportunities to improve services and outcomes for disconnected youth is among the goals set forth in this Plan. Attachment II, d includes a list of Challenges and Recommendations for Disconnected Youth.

**F. Regional Focus on Job Quality**

The State Plan and regional planning guidance make clear the intentions of California's legislature that limited public resources must be used strategically to support programs that result in good wages, enabling self-sufficiency and a pathway to the middle class. As part of continued planning efforts, the Los Angeles RPU will develop a "quality job" definition that takes into consideration the career plan of an individual and is not arbitrarily based on a particular wage standard or fixed set of circumstances. The development of this definition will rely substantially on input from economic development and social services partners and the data they present to demonstrate the true likelihood that a given career pathway can lead to economic self-reliance.

**I. Employment and Earnings Potential Associated with Target Sectors and Regional Sector Pathways**

As stated, subsequent to reviewing the State planning guidance outlining Regional Plan requirements, the LA Basin WDBs requested additional data analysis from LAEDC, including information on earnings related the target industry and typical placement occupations for those completing training. LAEDC's analysis indicates for top occupations both "education" and "on-the-job training" (OJT) associated with the job. Summarized below, as examples, are likely placement occupations for participants completing regional sector pathway programs, both existing and planned. Jobs listed as entry-level would, generally, require a high-school diploma, along with additional short-term education or OJT. Middle-skill jobs are those that, generally, require more than high school but less than a 4-year degree.

<b>Advanced Manufacturing</b>					
Entry-Level Jobs			Middle-Skill Jobs		
Team Assemblers	11.54/hr	24,010/yr	Inspectors, Testers, Sorters, Samplers, and Weighers	17.06/hr	35,490/yr
Packaging and Filling Machine Operators and Tenders	11.55/hr	24,020/yr	Machinists	16.62/hr	34,570/yr
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	13.01/hr	27,070/yr	Maintenance and Repair Workers, General	19.82/hr	41,230/yr

<b>Construction</b>					
Entry-Level Jobs			Middle-Skill Jobs		
Welders, Cutters, Solderers, and Brazers	17.47	36,340	Carpenters	23.80	49,510
Helpers—Electricians	15.80	32,870	Electricians	30.07	62,540
Helpers—Installation, Maintenance, and Repair Workers	13.85	28,810	Plumbers, Pipefitters, and Steamfitters	24.74	51,460

<b>Information and Communications Technology</b>					
Entry-Level Jobs			Middle-Skill Jobs		

Office Clerks, General	14.83	30,840	Computer User Support Specialists	26.55	55,230
Electrical and Electronic Equipment Assemblers	14.81	30,810	Web Developers	31.16	64,820
Team Assemblers	11.54	24,010	Computer Network Support Specialists	34.26	71,280

<b>Healthcare</b>					
Entry-Level Jobs			Middle-Skill Jobs		
Personal Care Aides	9.99	20,790	Licensed Practical and Licensed Vocational Nurses	23.73	49,360
Nursing Assistants	13.88	28,870	Medical and Clinical Laboratory Technicians	19.90	41,400
Home Health Aides	11.32	23,540	Medical Records and Health Information Technicians	20.47	42,580

<b>Hospitality and Tourism</b>					
Entry-Level Jobs			Middle-Skill Jobs		
Hotel, Motel, and Resort Desk Clerks	11.43	23,780	Food Service Managers	20.62	42,890
Gaming Dealers	11.97	24,890	Maintenance and Repair Workers	19.82	41,230
Food Cooking Machine Operators and Tenders	10.05	20,910	Lodging Managers	24.59	51,140

<b>Transportation and Logistics</b>					
Entry-Level Jobs			Middle-Skill Jobs		
Shipping, Receiving, and Traffic Clerks	13.73	28,570	Heavy and Tractor-Trailer Truck Drivers	19.21	39,960
Transportation Attendants	12.46	25,920	Bus and Truck Mechanics and Diesel Engine Specialists	26.45	55,020
Packaging and Filling Machine Operators and Tenders	11.55	24,020	Production, Planning, and Expediting Clerks	21.35	44,410

LAEDC's Data Supplement is included as Attachment I, b to this plan.

## II. Regional Wages

EDD LMID's September 2016 Labor Market Data Summary does not provide median wage data for the RPU, but does indicate that the "median household income" is \$55,870.

Median household income could include more than one wage earner. In addition, the number of individuals within a household affects whether the wage/income is sufficient to be considered a sustainable or middle income wage. Assuming that a household had one wage earner, his/her median annual earnings would be \$55,870, which is roughly \$26.86 per hour. If there were two wage earners, the median annual earnings for one individual would be \$27,935 or, roughly, \$13.43 per hour.

Based on the information provided under item 1, above, it is clear that many entry-level jobs are below the annual household earnings, even if these were presumed to be based on two wage earners. As discussed below, a regional protocol for career planning will take in account factors necessary to achieve family sustaining wages and career ladders to get there.

## III. Emphasis on Quality Jobs

As a system, we do not believe that "any job is a good job." Some entry-level jobs, however, can be a stepping stone to a better job and to enjoying a middle class lifestyle. With the high cost of living within the Los Angeles region, workforce stakeholders are acutely aware of the perils of working at minimum wages and, generally, make every attempt to place job seekers in the best paying jobs available. Placing a system-wide emphasis on quality jobs will

consist of a two part process. The first will be developing a framework for a quality jobs focus, and the second will be implementing strategies for securing quality jobs.

**Developing a Framework for a Quality Jobs Focus:** Stakeholders engaged in the planning process offered a number of suggestions that helped frame the issue of “quality jobs.” As a baseline, there was broad agreement that jobs into which partners place participants should pay a self-sufficiency wage, even for first time workers. Generally, the job characteristics that stakeholders believe speak to “quality” are: good wages (family supporting), benefits; flexibility, stability, advancement potential, and fulfillment/likeability. Acknowledging that job quality is not a fixed concept, there was significant agreement that entry-level jobs demonstrate quality when there are discernable next steps for training and skills acquisition that enable workers to move up and earn better wages.

**Strategies for Securing Quality Jobs:** Developing relationships with businesses that offer good wages and benefits is a priority for the workforce system. However, this priority is tempered by the reality that small businesses, which are often least able to offer high wages and good benefits, employ most of the workers in the region. To maximize the system's ability to place job seekers into well-paid jobs with other quality characteristics, the partners will:

- Identify companies offering the most competitive wage and benefit packages;
- Train workers to the specifications of entry- and middle-skill positions with desirable companies;
- Build relationships with organized labor representing workers in well paid positions;
- Outreach to desirable companies, promoting the benefits of hiring from the workforce system; and,
- Offer to implement strategic initiatives for businesses, including work-based learning, which offers reimbursement for the extraordinary costs of training, and programs such as ETP, which provide funding for training of both incumbent workers and new hires.

#### IV. Incumbent Worker and Career Pathway Strategies

The workforce system in the Los Angeles region has vast experience providing training to employed individuals. The majority of incumbent worker programs have been made possible through California ETP funding. As far back as 1984, workforce development programs in the region used ETP to develop training programs for companies seeking to improve the skills of their existing workforce, to respond to changing labor market dynamics, to adapt to new technology and to simply be more competitive. The region has benefitted immeasurably from these efforts, not only based on the workers receiving skill upgrades, but because of the goodwill that these programs have engendered among businesses. In courting businesses as potential workforce customers, the ability to provide training for the current workforce and new employees increases the likelihood the companies will see value in the system's services. WIOA's acknowledgement of the value that incumbent worker training brings the overall workforce system is a significant move forward in terms of the ability of the system to meet the demands of priority sectors.

**Current Initiatives:** The Los Angeles Basin RPU has yet to make major strides as a system in providing up-skill training for the existing workforce. Businesses are much more likely to provide advanced skills training using internal resources or contract support than they are to turn to the workforce system for support. According to stakeholders, there are some areas where the system is doing well. These continue to include ETP programs run by local WDBs, such as SELACO (which has two decades of experience running some of the highest performance ETP programs in the State) and the community colleges, whose contract education programs design and implement myriad customized training programs for the incumbent workforce. Under WIOA, there has been reluctance at the local and regional level to embrace large scale use of program funds for incumbent worker training, as local boards were awaiting further guidance from the State and federal government. In the waning days of WIA, taking advantage of a federal waiver, many of the boards in the region developed incumbent worker training programs as a lay off aversion strategy. And, as business circumstances dictate, local boards and their providers continue to develop training projects of this nature. What has not yet taken root, are strategic initiatives to use incumbent worker training as a vehicle to move system candidates upward in their career path. This is the next stage of development for incumbent worker training - as an upward mobility strategy, which is a critical Plan goal.

## G. Recording and Tracking Training-Related Employment

Within federally-funded workforce development programs, identifying, recording, tracking and reporting of training-related placements has long been a practice at the local level no matter the requirements of U.S. DOL performance measures or statewide reporting systems. Determining whether jobs secured by participants are within the field for which they trained, provides workforce administrators and staff critical information in several areas, including the value of training provided, true labor market demand and the effectiveness of career exploration/preparedness participants received prior to training. It also speaks to return on investment, indicating the relative worth of a particular program in terms of producing job ready candidates. As part of the RPU stakeholder's commitment to a demand-driven training system, the local WDBs will lead a process to examine how training-related employment can be determined for individuals trained by all education and workforce partners, including those not funded by WIOA.

**Tracking Training-Related Placement under WIOA:** The local boards with the LA Basin RPU currently track and record training-related placements in CalJOBS. When an individual enters employment at exit or follow-up, WDBs and their agents are able document employment within the Entered Employment Form. As job information is recorded, the system will confirm if the job is considered "Training Related Employment." This information is based on Occupation Codes. If the Activity Code 300 (ITA) was entered, the Occupation Code in that activity should be the same Occupation Code entered in the Employment Form

**Working with Stakeholders to Track Training-Related Placement throughout the Region:** The State Plan requires regional partners to determine the extent to which individuals receiving sector-focused and demand-driven training are actually securing jobs in fields and sectors directly related to their programs of study. As stated, this is currently identified and tracked for those in WIOA-funded training. As an goal of this plan, the Los Angeles Basin WDBs, in cooperation with the LAOCRC, will convene representatives from training and education providers across the region (including 4-year institutions, community colleges, adult education, private vocational institutions and others) to discuss options for establishing the basis for determining training-relatedness and methods for tracking and recording training activities and placement outcomes. The CalJOBS system holds promise for scalability and application to this issue and will likely serve as a jumping off point for dialog among the partners.

## H. Adherence to Federal Requirements for Regional Planning

The RPU's Regional Workforce Plan addresses WIOA's regional coordination requirements by adopting the goals for "regionalism" expressed by California's Strategic Workforce Development Plan. Moreover, it embraces the spirit of regional coordination, by focusing on a relatively small number of "big" goals and strategies, acknowledging that, within a place as complex and diverse as the Los Angeles Basin, details will evolve as dialogue, debate and compromise continue. While WIOA "a-h" requirements allow for adoption of regional strategies by way of cooperative agreements, the Plan partners and stakeholders made clear during the planning process, that more work is required prior to translating concurrence into such agreements.

Through the following approaches, the Regional Plan complies with WIOA statutory provisions at section 106(c):

**Development of a Regional Plan:** This Plan fulfills the objectives for each item that follows and by incorporating, as part of the Regional Plan, the Local Plans prepared by the seven local WDBs.

**Regional Service Strategies:** The Plan speaks to current and planned regional strategies for oversight, operations and service delivery. Examples include outreach to and communication with priority sectors; engagement of sector leaders on skill requirements and credentialing, including disconnected youth; messaging to target populations; response to events of worker dislocation; processes for vetting training providers; and removing barriers for at-risk populations, among many others.

**Development and Implementation of Sector Initiatives:** The LA region has a long and successful history of working collaboratively to address the needs of demand sectors. Within the last decade, the sectoral focus of local WDBs has intensified, with boards targeting those industries most prevalent within their communities. This Plan envisions increased regional collaboration around sector engagement on industrywide trends, skill needs and gaps that will transform broad sector focus into specific sector strategies that include the design, development and implementation of structured, demand-driven regional sector pathway programs.

**Collection and Analysis of Regional Labor Market Data:** The regional workforce system and, in particular, local and regional economic development agencies and workforce practitioners, regularly collect a significant amount of intelligence from business and industry. Working with EDD, the system will examine the potential benefits of sharing this information with LMID to promote analysis regarding key sectors.

**Administrative Collaboration:** The seven local WDBs acknowledge that there are functions where collaboration may benefit two or more boards. As the regional planning process continues, opportunities for sharing resources for various administrative functions will be considered. One current example is possible joint procurement of One-Stop Operators ("OSOs") by several local WDBs in the RPU.

**Collaboration on Supportive Services:** There are opportunities for the region to jointly procure support services from local providers in ways that maximize efficiency and minimize costs. The WDB Partnership, in collaboration with regional stakeholders, will further assess these opportunities.

**Coordination with Regional Economic Development:** As pointed out throughout this plan, the seven local WDBs already work very closely with their economic development partners throughout the County. One of the Plan's key goals is to work with economic developers to engage businesses, to continually update targeted priority sectors and the most important career pathways within those sectors, and to improve training.

**Agreement on Performance Measures:** The local boards have completed joint negotiations with the State on performance measures.

In addition, as expressed by the array of topics covered throughout its narrative, the Regional Plan meets all State Plan requirements pertaining to regional partnerships and development of regional sector pathways.

## I. Regional Agreements

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, there are written agreements among the boards on services to specific target groups and concerning unique initiatives. These include:

- An Operational Agreement among all seven boards establishing the County of Los Angeles Youth at Work Partnership, the purpose of which is to implement collaborative efforts to service AB 12 Foster Youth through communication, sharing of information on best practices, and utilization of available employment and training resources throughout the region.
- An 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. This letter, signed by local WDBs and the Ventura County WDB, sets the stage for the region's current SlingShot project - which creates a model for developing regional sector pathway programs.

Also, as described throughout the Plan, 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 County of Los Angeles has entered into agreements with each of the other WDBs under which TANF funds are distributed for the operation of a summer youth employment program;
- On behalf of the County Department of Social Services, the South Bay WIB administers a TANF-funded Temporary Subsidized Employment Program entering into agreements with WDBs and AJCCs across the County for the operation of the program;
- Both the City of Los Angeles and Los Angeles County WDBs contract with other WDBs for AJCC operations or the for the delivery of specific services; and,
- WDBs within the region contract 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.

**J. Related Plans and Analyses**

The following items are included as exhibits to the Los Angeles Basin Regional Plan:

**Community College Strong Workforce Program Plan for the Los Angeles Region:** The Plan, completed in January 2017 is included as [Exhibit 1](#).

**Adult Education Block Grant Consortium:** The Plans for the 13 AEBG consortia in the RPU are too voluminous to attach to the plan. However, included as [Exhibit 2](#), is a list of links to the web page where AB 86 Plans, Consortium 3-Year Plans and Annual Plans can be located.

**K. Attachments**

In addition to the aforementioned reports from education partners, the following materials are included as attachments to supplement information provided within the narrative.

**I. Principal Resources for Economic Analysis**

- a. *Los Angeles: People, Industry and Jobs 2015 - 2020, May 2016*, LAEDC Institute for Applied Economics
- b. *Data Supplement - Los Angeles: People, Industry and Jobs 2015 - 2020, December 2016*, LAEDC Institute for Applied Economics
- c. *Regional Planning Unit Summary: Los Angeles Basin*, California Employment Development Department, Labor Market Information Division (EDD LMID), September 1, 2016 – Revised
- d. *Regional Economic Analysis Profile*, Los Angeles County, EDD LMID, April 2015

**II. Workforce System Stakeholder Forums and Engagement Process**

- a. List of Forums – Dates, Topics, Locations
- b. List of Individuals/Organizations Invited to Forums
- c. List of Individuals/Organizations that Attended Forums
- d. Summary of Youth Stakeholder Engagement: Challenges and Recommendations for Disconnected Youth

e. Public Comments on Regional Plan

**L. Regional Collaboration: Goals and Associated Action Steps**

Throughout the foregoing narrative, numerous strategies, approaches and processes are described as “aspirational” or are represented as planned or “in progress.” On behalf of the myriad regional stakeholders that have contributed to the Plan by providing recommendations and sharing both resources and insights, the seven LWDBs comprising the Los Angeles Basin RPU have established the following 2017–2020 goals for the regional workforce system.

Goals presented fall into two categories: technical goals and strategic goals. Technical goals relate to the technical requirements of regional coordination, while strategic goals help chart a course for improving the overall effectiveness of the system within the region.

**I. Technical Goals**

- TG-1: Further review and evaluate stakeholder recommendations for improving training effectiveness and develop a plan to address recommendations, as appropriate.
- TG-2: Working with education partners, develop a plan of action to enhance the system-wide delivery of basic skills and English language skills at levels reflecting need across the region.
- TG-3: Engage industry leaders in each priority sector to: identify skill needs; review training content; determine the value of credentials; and recommend programs to address skill needs.
- TG-4: Adopt a regional definition of “industry-valued” to support credential efforts.
- TG-5: Adopt a definition/guidelines for “quality job.”
- TG-6: Adopt a slate of agreed upon regional sector pathway programs and regularly update.
- TG-7: Once determined, develop a list of industry-valued credentials in the region.
- TG-8: Convene stakeholders to develop a plan to achieve the region’s share of the statewide goal “1 million new credentials.”
- TG-9: Working with education partners, identify ways to contextualize basic skills and English language skills into regional sector pathway programs.
- TG-10: Determine the need to streamline services to avoid delays in participants’ accessing basic services, and develop an action plan, as appropriate.
- TG-11: Examine opportunities for regional coordination of support services and develop an action plan, as needed.
- TG-12: Examine opportunities to further increase and leverage the resources and talents of community-based organizations throughout the region.
- TG-13: Organize a workgroup, including education partners, to determine how to capture training-related placement data for all partners and programs.
- TG-14: Examine opportunities to collaborate on administrative functions and develop an action plan, as appropriate

## II. Strategic Goals

- SG-1: Develop a plan of action to continue to expand services and outcomes for the region's disconnected youth.
- SG-2: Develop a regional framework for delivering demand-driven services to guide planning and program development across the network of system stakeholders
- SG-3: Develop a framework for determining the scalability and replication potential of career pathway programs developed at the local and/or stakeholder level and a protocol for bringing such programs to scale as regional sector pathway programs
- SG-4: Adopt a regional protocol for incumbent worker training (IWT), including strategies for using IWT for upward worker mobility.
- SG-5: Develop a framework for supporting workers engaged in the gig economy.
- SG-6: Develop a communications platform for the region to promote the sharing of information throughout the workforce system.
- SG-7: Develop a framework for system messaging to strengthen the impact of messages to key customer groups.
- SG-8: Implement a system-wide approach to industry engagement that would support the efforts of the seven boards and all system stakeholders.



**Los Angeles Regional Planning Unit**  
**Regional Plan**

**Exhibit 1**

***Community College Strong Workforce Program Plan for the  
Los Angeles Region***



CALIFORNIA COMMUNITY COLLEGES

**LAOC RC**

los angeles | orange county | regional consortia



**STRONG WORKFORCE PROGRAM  
LOS ANGELES REGIONAL PLAN**

**January 2017**

CALIFORNIA COMMUNITY COLLEGES

**LAOC RC**

los angeles | orange county | regional consortia

**Los Angeles Regional Strong Workforce Program**

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## Executive Summary

Due to the unique characteristics of Los Angeles County and Orange County, the Los Angeles/Orange County Regional Consortium decided to develop separate plans for each county to meet the goals of the Strong Workforce Program.

The Los Angeles region is home to 10 community college districts with 19 colleges and nearly 300,000 community college students. The region has seven workforce development boards, more than 40 adult education providers and more than 60 school districts.

The planning process included several key planning events, such as a two-day partnership summit hosted by the Los Angeles Area Workforce Collaborative in August and a Strong Workforce Program Planning Forum held in December.

The Los Angeles/Orange County Region Center of Excellence, Los Angeles County Economic Development Corporation, Los Angeles Area Chamber of Commerce, County of Los Angeles Workforce Investment Board, Deputy Sector Navigators (DSNs), industry and workforce partners, and K-12 school districts and adult education providers were among the key groups who participated in the planning process.

The following report includes an overview of the region's nine sectors identified through the Doing What Matters Initiative: Advanced Manufacturing and Advanced Technology; Advanced Transportation and Renewable Energy; Energy, Construction and Utilities; Global Trade and Logistics; Health Care; Information & Communications Technology (ICT)/Digital Media; Life Sciences and Biotechnology; Retail, Hospitality and Tourism; and Small Business.

Through a collaborative vetting process, 21 regional projects were agreed upon, out of an initial 66 proposed projects. These projects are detailed more fully in the report. Examples of selected projects include a \$2.5 million project across all 19 community colleges to provide technical assistance and staffing that would continue the work of the SB 1070 Career Pathways Grant and a \$1.2 million project across all colleges for the CTE Regional Internship & Jobs Academy.

The planning process also resulted in a number of recommendations regarding emerging and priority sectors to improve regional planning and project implementation:

- Convert Energy, Construction and Utilities from an emerging sector to a priority sector.
- Add Life Sciences/Biotechnology as an emerging sector.
- Add Entertainment as a priority sector (specific to Los Angeles County) or split ICT/Digital Media and provide a DSN for ICT and a second DSN for Digital Media, which would fill the gap for Entertainment.

## Introduction

Over the past five months, formal planning has involved the administrators and faculty of the 28 colleges comprising the Los Angeles/Orange County Regional Consortia (LAOCRC). Members of the consortia have worked diligently to develop a plan in response to the needs of the region and the legislative intent of the Strong Workforce Program. More than a year ago, in anticipation of the Strong Workforce Program legislation, informal planning and extensive discussions spanning a diverse range of partners were initiated.

In recognition of the size of our economies and the unique needs of Los Angeles County and Orange County, separate plans were developed for each county to meet the goals of the Strong Workforce Program. In preparing this report, Los Angeles members of the LAOCRC consulted with the region's deputy sector navigators, the Los Angeles County Economic Development Corporation (LAEDC), the Los Angeles Area Chamber of Commerce (LAACC), the City of Los Angeles, the Los Angeles County Workforce Development Board, K-12 school districts, adult education providers, business and industry partners, and many others. This document was developed and vetted by the community college CTE Deans and unanimously approved by the LAOCRC CEO Council and the 10 Chief Executive Officers of the community college districts in the Los Angeles region.

The following document was written, vetted and unanimously approved by voting members of the community colleges in Los Angeles County. All colleges have agreed that the Los Angeles Regional SWP Plan will be implemented by all 19 colleges. It comprises 21 projects, which collectively address nearly all of the 25 Strong Workforce Program recommendations and strategic priorities of the region.

Given time limitations and systemic changes in the governance structure of the LAOCRC, the Los Angeles Region did not develop, in advance of this process, a formal strategic plan that outlines the regional priorities. However, based on the content of discussions held at various meetings, and predominantly on the content of the selected projects, some common themes, recommendations and strategies emerged. These include:

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new Career Technical Education (CTE) faculty recruitment and professional development and externships for current faculty;
5. Addressing the needs of business and industry in identified priority and emerging sectors; and
6. Supporting regional marketing, curriculum alignment, streamlined regional processes, regional labor market data collection, and analysis for data-informed decision-making.

## Regional Overview

With more than 10 million residents, Los Angeles County is the most populous county in the nation. The workforce development system in the Los Angeles Region includes 10 community college districts with 19 colleges, seven workforce development boards, more than 40 adult education providers and more than 60 school districts that serve residents in 85 of the county's 88 cities.

With nearly 300,000 full-time equivalent students (FTES), the region accounts for just under one-third of the state's community college students. The Los Angeles Community College District is the region's largest district with nine community colleges, serving more than 135,000 students. (See Appendix A for a complete list of districts, community colleges and enrollment in the region.)

The Los Angeles Region's largest community colleges happen to be some of the largest community colleges in the state (see Appendix A). These include Mt. San Antonio College (30,654 FTES), East Los Angeles College (23,345 FTES) and Pasadena City College (22,984 FTES). A majority of the community colleges in the region have enrollments between 10,000 and 20,000 students, while a number of other campuses offer smaller scale, more intimate learning environments, such as El Camino College-Compton Center (5,217 FTES) and Los Angeles Southwest College (5,428 FTES).

More importantly, it is evident that most of the region's colleges serve a high percentage of CTE students. Figure 1 compares overall enrollment to CTE enrollment for the 10 community college districts in the region.

**Figure 1. Overall and CTE Enrollment (Head Count) for Los Angeles County Community College Districts**

District	Overall Enrollment	CTE Enrollment	Percent CTE
Cerritos	32,666	17,950	55%
Citrus	19,627	8,403	43%
El Camino	32,690	13,680	41%
Glendale	28,578	12,503	44%
Long Beach	33,657	17,413	52%
Los Angeles	237,767	109,070	46%
Mt. San Antonio	61,286	23,998	39%
Pasadena Area	41,950	17,662	42%
Rio Hondo	31,603	19,052	60%
Santa Monica	47,220	19,866	42%
<b>Total</b>	<b>567,044</b>	<b>259,597</b>	

In Los Angeles County, students can enroll in hundreds of Career Technical Education (CTE) programs offered by the 19 community colleges in 10 community college districts. Accounting, business management, marketing and distribution, office technology and child development CTE programs are offered by all community colleges in the region. (A detailed list of CTE programs in the region is included in Appendix B.)

Additionally, Los Angeles County community colleges offer short-term training programs that align with third-party credentialing requirements, apprenticeships and incumbent worker trainings to update skill sets in a variety of industry sectors.

Colleges in the region face a number of challenges in preparing students. According to studies by the Milken Institute, JPMorgan Chase and the Centers of Excellence, the supply of middle-skill workers currently being produced is not enough to meet the demand of employers. California, and Los Angeles specifically, must significantly increase the number of workers with industry-relevant, middle-skill degrees, credentials and certificates.

Employers in critical industries from aerospace to advanced manufacturing in the county report it is increasingly difficult to find qualified candidates because workers with the necessary knowledge, skills and abilities (KSAs) are in short supply, creating a skills gap. Many firms have reported looking outside the county to attract the talent necessary for growth or simply to maintain production levels as skilled employees retire.

Meanwhile, an unprecedented opportunity exists for middle-skill workers in science, technology, engineering and math (STEM) fields. The 2013 report “The Hidden STEM Economy” by the Brookings Institution found that “half of all STEM jobs are available to workers without a four-year college degree, and these jobs pay \$53,000 on average—a wage 10 percent higher than jobs with similar educational requirements.” The study also found that jobs in the manufacturing, health care and construction industries comprise 50 percent of all STEM jobs. Furthermore, in Los Angeles County’s innovation-based economy, there is an unmet and growing need to fill middle-skill technology jobs that support the work of those with master’s degrees and other advanced degrees.

Expanding the region’s STEM talent pool must involve strategies that attract more underrepresented students, in particular Latino students, because these students will represent the bulk of California’s working-age population in the near future. In the 2016-2017 academic year, 74 percent of LAUSD students identified as Latino. Yet, this group is the least likely to obtain a degree and major in STEM.

In addition to job growth in STEM fields, the Information, Communications & Technology (ICT) cluster—which includes software development, gaming, virtual reality, design and marketing—is booming in Los Angeles. Regional stakeholders seek to focus on developing human capital through meaningful partnerships that unify educational, business and community organizations and institutions in support of evidence-based programs and initiatives.



According to the July 2016 Milken Institute report “Career Technical Education: Reducing Wage Inequality and Sustaining California’s Innovation-Based Economy,” whether it is at the local, state or national level, high percentages of skilled human capital and sustained investments in education systems drive economic growth. For Los Angeles County, this means that our region’s economic vitality is incomparably linked to the education level of our workforce.

While this is not a new concept for professional workforce, education and economic development leaders and policy makers, Los Angeles system leaders have fallen short of aligning the policies and practices required to maintain a well-educated workforce with the skills that industries require. It is of paramount importance that we begin to reverse a trend which threatens the region’s and the state’s long-term economic prosperity and the income-earning ability of thousands of residents.

The sheer size and complexity of the regional economy of Los Angeles County, and its demographics, have made the concept of regional coordination unwieldy. Prior to the Workforce Innovation and Opportunity Act (WIOA) and the Strong Workforce Program, there were no mandates and very few incentives for leaders of traditionally siloed systems to work together.

As part of the Los Angeles regional planning process in recent months, efforts have been successful in engaging workforce, education and economic development leaders across the county. There is a shared understanding that we are largely dependent upon each other and that we must work collaboratively to solve these looming issues.

## Partner Engagement and Planning Processes

Multiple research strategies and methods of engagement were employed to determine the economic and regional workforce needs of Los Angeles County, including analyzing available reports, examining supply-and-demand data and hosting small and large meetings with Partners, including workforce organizations, industry representatives and intermediaries. Key partners are shown in Exhibit 2.

Since 2014, CTE deans have met quarterly with the region's seven workforce development boards and key workforce development system leaders throughout the Los Angeles Area Workforce Collaborative, which was jointly established to strengthen coordination, collaboration and alignment of workforce development education and training between the two major workforce development partners in the region. Working groups were established to develop shared goals consistent with the mission and priority objectives of the collaborative.

The mission of the collaborative is to foster a trusting Los Angeles County regional collaboration focused on demand-driven workforce and training initiatives by partnering with and aligning workforce development boards and community colleges through a transparent problem-solving approach.

### Exhibit 2. Key Partners Engaged

- Los Angeles/Orange County Region Center of Excellence
- Los Angeles County Economic Development Corporation
- Los Angeles Area Chamber of Commerce
- County of Los Angeles Workforce Investment Board
- Deputy Sector Navigators
- Industry and workforce partners
- K-12 school districts & adult education providers

The collaborative has identified three objectives to guide the process:

1. **Training:** Identify and remove barriers to training by and with community colleges for workforce development boards (WDBs), including challenges related to contract/cohort training and the Eligible Training Provider List (ETPL).
2. **Policy:** Develop joint funding/partnering strategies and policy recommendations for local, state and federal stakeholders that facilitate systemic partnerships.
3. **Data:** a) Align countywide regional workforce initiatives based on common economic development data; b) Identify and implement protocols to ensure tracking/sharing of programmatic data; and c) Eliminate duplication in support of shared workforce outcomes.

The collaborative has strengthened engagement on multiple levels, including co-chaired meetings following LAOCRC meetings, attendance and co-presentations at CCCAOE and CWA

conferences, commitments by workforce development boards to provide dedicated funding for summer youth employment and adult program funding for community colleges to develop and provide in-demand occupational training in high-growth sectors, increasing the number of America's Job Centers on community college campuses as shared assets, and coordination on the use of common labor market and economic development data for planning, priority setting and industry sector and cluster designation.

In addition, the collaborative has served as a forum to increase and improve regional coordination, collaboration and alignment. It has supported the regional planning processes for both the local workforce development boards and the community colleges, including participation by boards and colleges in the many regional convening events by each system to gather stakeholder input and use of common labor market information and economic intelligence reports. A regional forum for more than 100 stakeholders was hosted by the Los Angeles Area Chamber of Commerce to launch the collaborative. It featured renowned keynote speaker Dr. James Jacobs, president of Macomb Community College in Michigan. His presentation, "A New Era of Regional Partnerships," provided insights into creating regional industry alignment across workforce and economic development systems.

### **Regional MOUs with WDBs**

In June 2016, the 10 community college districts representing 19 community colleges in the region signed onto one or more of the seven WDB WIOA Memorandums of Understanding (MOUs) that were submitted to the California Workforce Development Board in compliance with mandates of WIOA and state law. Community colleges are among the 17 mandated system and institutional partners in the regional workforce development system. The MOUs represent a pledge to co-invest and participate in the delivery of employment and training services at one of the region's 35 America's Job Centers of California (AJCC), coordinate industry sector analysis and adopt common priority and emerging sectors. They also reflect a commitment to align regional systems of data collection and coordinate the interpretation and analysis of regional data for program design and development as well as strategic decision making, with the aim of enhancing career pathways and workforce development training offered by community colleges. The MOU commitments reaffirm the shared vision of partners in the region to work together to build an aligned regional workforce development system.

Coordination with the WIOA planning process included recognition of 14 common themes from 19 regional forums with nearly 500 participants, including CTE deans, faculty and other representatives from community colleges. The WIOA planning process highlighted several consistencies shared by our systems' approaches, such as the region's unique complexity, size and diversity; the need to think and act as a single system; the importance of industry engagement regionally as a system; and the critical importance of internships, job shadowing, work-based learning and apprenticeships. Other themes included the importance of understanding economic forces that adequately prepare people for jobs; teaching essential workforce and job readiness skills; emphasizing English language skills; and improving communication to broadcast how critical these themes are for workforce development. Exhibit

3 shows the education and workforce partners who participated in the regional workforce development planning process.

### Exhibit 3. Participants in the Regional Workforce Development Planning Process

10 Community Colleges/Ring Colleges	
▪ Cerritos College	▪ Long Beach City College
▪ Citrus College	▪ Mt. San Antonio College
▪ El Camino College	▪ Pasadena City College
▪ El Camino College-Compton Center	▪ Rio Hondo College
▪ Glendale Community College	▪ Santa Monica College
Los Angeles Community College District (LACCD)	
▪ East Los Angeles College	▪ Los Angeles Southwest College
▪ Los Angeles City College	▪ Los Angeles Valley College
▪ Los Angeles Harbor College	▪ Pierce College
▪ Los Angeles Mission College	▪ West Los Angeles College
▪ Los Angeles Trade-Technical College	
Workforce Development Boards	
▪ City of Los Angeles Workforce Development Board	▪ Southeast Los Angeles County Workforce Development Board
▪ City of Los Angeles Economic and Workforce Development Department	▪ South Bay Workforce Investment Board
▪ Los Angeles County Workforce Development Board, El Camino College	▪ Verdugo Workforce Development Board
Adult Education Providers and Regional AB86 Consortia	
▪ K-12 (Secondary) and Adult Education	▪ Los Angeles County Office of Education
▪ Los Angeles City Board of Education	
Regional Industry/Government Partners	
▪ Los Angeles County Economic Development Corporation	▪ San Gabriel Valley Economic Partnership
▪ Los Angeles Area Chamber of Commerce	
Economic Development Department	
▪ Los Angeles/Ventura/Central Coast Region LMID	▪ California Department of Rehabilitation (DOR)
▪ State of California EDD	

**Regional Planning Summit**

The Career Ladders Project for the California Community Colleges (CLP) was engaged to support meeting planning, facilitation, logistics, reporting and the regional planning process for the collaborative. In August 2016, the Los Angeles Area Workforce Collaborative held a two-day partnership summit with the seven workforce development boards, 19 CTE deans, adult education partners, the Economic Development Department (EDD) and key industry and economic development leaders in the LAOCRC region.

The purpose of the summit was to:

- Share information and commit to a joint approach for the regional plans for each system;
- Develop and adopt common priorities and strategies to strengthen local and regional coordination and to align strategic workforce development and training initiatives by and between workforce development boards and community colleges; and
- Commit to the utilization of consistent data to inform ongoing collaboration and coordinate industry/employer engagement.

The mission and objectives of the collaborative were refined to reflect the goals and mandates of the California Workforce Innovation and Opportunity Act (WIOA) and the Strong Workforce Program. The Los Angeles/Orange County Region Center of Excellence provided an overview of the data that colleges use for program development and planning purposes, and are required to use for local share and regional planning. WDBs shared the primary data and information systems for WIOA case management, training and placement, and the unique terms used by each system to define similar categories and performance metrics. A discussion arose related to data using an occupation, sector or cluster focus analysis, what common data sources could be used by systems in the region, and strategies to develop common data and metrics that can be used by all systems.

The WDBs led a discussion concerning the “2016 People, Industry and Jobs” report by the Los Angeles County Economic Development Corporation (LAEDC). The report was produced for all regional partners and highlighted the most recent labor market and economic trends in Los Angeles County, including high-growth industries, sectors, clusters and geographic areas of job growth. A conversation followed on emerging priorities and how the regional planning process for both WDBs and community colleges should reflect existing partnerships and collaboration, with commitment to regional alignment. There was agreement on the need to create an asset map of the current certifications/training programs within the region, and identify meetings, conferences, events and sector/industry collaboratives that could be leveraged as joint meetings.

In September 2016, another two-day summit was held prior to CCCAOE. It was well attended by WIOA and community college leaders. That convening served to deepen engagement and

authentic inclusion into the WIOA regional plan, which also informed the writing of the Los Angeles Regional SWP Plan.

### **SWP Planning Forum**

Meetings with business and economic development, workforce development boards, adult education and community partners on proposed regional projects and planning culminated with a regional stakeholder forum on December 6, 2016 with industry and business leaders and employers from high-growth industry sectors invited by LAEDC, the Los Angeles Area Chamber of Commerce, San Gabriel Valley Economic Partnership, workforce development boards, and K-12 and adult education leaders.

The group met to discuss the drivers and initiatives that will impact the region, the trailer bill language for the Strong Workforce Program (SWP), allowable uses of the SWP funding, present proposed regional projects and regional plan priorities. In total, 66 attendees—representing 34 education constituents and 32 constituents from industry, business and economic development—provided significant stakeholder feedback, analysis, alternatives and information on outcomes.

Stakeholder input led to a balanced understanding of the challenges and opportunities facing the region. As a result, action-item priorities were selected to meet the need for the following:

- Fast delivery in our systems and responsiveness to business;
- An accelerated program approval process for certificates;
- Working jointly with industry to identify appropriate skill sets;
- Collaboration on an evaluation process of our activities;
- The development of common assessment tools, especially for advanced manufacturing;
- Apprenticeships with union involvement;
- Identification of potential gaps in work experience; and
- The creation of bridge programs to close supply and skills gaps in aerospace and other industry clusters.

A key discussion that resonated among stakeholders was the importance of implementing a collaborative process to identify the needed competencies for students and incumbent workers to ensure jobseekers are prepared and competitive.

We have been engaged in continuous discussions with WIOA workforce development partners, and we intend to bring K-12, linked learning, universities, California Department of Rehabilitation, City of Los Angeles Economic and Workforce Development Department, Los Angeles County Board of Supervisors and county departments including probation, office of education, children and family services, workforce development, aging and community services, and public social services into meetings with the CTE deans and education affiliates to assess and coordinate efforts to serve high-priority populations facing barriers to employment. The new redesign of the governance and structure of the LAOCRC will allow for such engagement.

CTE deans are members of the Los Angeles County, the City of Los Angeles, Foothill (San Gabriel Valley) and Verdugo (Burbank, Glendale and La Canada Flintridge) workforce development boards. They have participated in and contributed to both the WIOA and SWP planning efforts and WIOA Regional Plan submission.

### **LAOCRC Engagement Process**

The Los Angeles/Orange County Region Center of Excellence, hosted by Mt. San Antonio College, provided detailed data and analysis of the region's economy, including the projected growth of a number of critical occupations in the Los Angeles Region. It also developed detailed supply-and-demand tables that were used to validate industries selected for both the local and regional Strong Workforce Program investments.

A number of publications informed the planning process by the Los Angeles and Orange County Regional Consortia (LAOCRC). The documents provided important insights into regional workforce projects. Six reports of particular relevance were:

- "2015-2020 Los Angeles: People, Industry and Jobs," a study by the Los Angeles Economic Development Corporation on Los Angeles County's workforce needs, occupational forecasts and skills required by occupations.
- "The County of Los Angeles Workforce Investment Board 5-Year Strategic Local Workforce Plan 2013-2017."
- The 2016 report "Regional Labor Market Assessment Occupations in Los Angeles County" published by the Centers of Excellence. The report provides regional labor market data tables for occupations that are relevant to community college-level education and training programs in the region.
- "2016-2020: Los Angeles County Strategic Plan for Economic Development," by the LAEDC which identifies priorities to strengthen economic opportunity in the region.
- "Career Technical Education: Reducing Wage Inequality and Sustaining California's Innovation-Based Economy," a July 2016 report from the Milken Institute.

- “New Skills at Work: Strengthening Los Angeles,” a report on middle-skill workers released in June 2015 by JP Morgan Chase & Co.

In early November, community colleges in Los Angeles County identified initial ideas and strategies for regional initiatives and pilot projects that were responsive to industry training and workforce needs, and were aligned with the capacities of the 19 colleges. CTE deans/vice presidents, deputy sector navigators, technical assistance providers and colleges interested in leading regional projects formed multi-college collaborations with industry, workforce and education partners to develop project proposals.

Initially, 66 projects were proposed, which were then ranked according to a rubric that assessed their alignment with the Strong Workforce Program requirements and recommendations, as well as the degree to which they aligned with regional workforce needs identified by industry and labor market data. Through a thorough vetting process, 21 projects were ultimately agreed upon for recommendation to the 15 members of the LAOCRC CEO Council for approval.

In December, meetings were convened that included representatives from business and industry, sector intermediaries, economic development corporations, workforce partners, adult education, deputy sector navigators and other partners to further vet and offer input on the proposed projects.

Although initially the Los Angeles County Economic Development Corporation and the Los Angeles Area Chamber of Commerce were concerned about a perceived lack of alignment of the regional projects, several targeted meetings were held to clarify the fact that the colleges utilized data and analysis developed by these entities in their decision-making and that most of the colleges included specific plans in their regional projects for sustained industry engagement to train for in-demand occupations in high-growth industry clusters.

This was also identified as one of the strategic priorities for the Los Angeles Region’s Strong Workforce Program. A structured, deeper and more authentic engagement between the economic development centers and community colleges is now underway so that such instances will not occur in the future. Further, the new Los Angeles Regional Consortium Director met with the LAEDC and the Los Angeles Area Chamber of Commerce several times in December and January to develop the content outlined in this report’s following sections regarding the process of sustained industry engagement and the industry-centric vetting process that will maximize input and consultation from employers to meet industry needs for skills development, certifications and employment opportunities.



## **Regional Labor Market Data and Analysis**

The Los Angeles Regional Consortium’s planning process incorporated data analysis from regional labor market data reports prepared by the Los Angeles/Orange County Region Center of Excellence (COE), including the 2016 report “Regional Labor Market Assessment Occupations in Los Angeles County.” Labor market data and community college outcomes presented in these reports were critical to the planning process. The following nine sectors were identified through the Doing What Matters Initiative and are discussed in more detail in this section:

- Advanced Manufacturing and Advanced Technology
- Advanced Transportation and Renewable Energy
- Energy, Construction and Utilities
- Global Trade and Logistics
- Health Care
- Information & Communications Technology (ICT)/Digital Media
- Life Sciences and Biotechnology
- Retail, Hospitality and Tourism
- Small Business

The sector data summarized in this section is reflective of the Doing What Matters Initiative. However, additional sectors in need of attention have been identified through regional partners, such as LAEDC, Los Angeles Area Chamber of Commerce and the WIBs. LAEDC and the Los Angeles Area Chamber of Commerce summarized their analysis of the needs of the region in a report and in a joint letter to the region’s community college chancellors and presidents dated November 30, 2016.

In addition to encouraging a strategy for sustained industry engagement, they urged the colleges in the region to prioritize CTE investments, projects and programs that build talent capacity in the labor markets associated with more highly concentrated, competitive and growing demand industries. They recommend an initial focus on the following seven industries:

- Aerospace & Defense (including space commercialization, drone technologies and unmanned aerial systems)
- Advanced Transportation (including fuel, autonomous vehicles, and electric vehicles and technologies)
- Information & Communications Technology (ICT)
- Bioscience & Medical Devices
- Entertainment & Digital Media
- International Trade
- Health Services

In subsequent conversations with the Deputy Sector Navigator for Energy, Construction & Utilities, construction was added to the list, which was highlighted in the LAEDC's "2015-2020 Los Angeles: People, Industry and Jobs," report as the No. 1 sector targeted for economic and workforce development activity.

It should be noted that these organizations use different terminology for some of their sectors, which are not an exact match with the Doing What Matters Initiative. However, these sectors do overlap with a number of the Doing What Matters Initiative sectors and share commonalities. Going forward, we plan to work toward alignment of all the identified sectors through collaborations with our workforce development partners, including the LAEDC, WIBs and Los Angeles Area Chamber of Commerce.

The information provided below includes supply-and-demand labor market information (LMI) for each of the nine Doing What Matters Initiative industry sectors. Annual community college awards are based on an average of the total number of awards conferred for the three-year period of 2012-2015.

#### **Advanced Manufacturing and Advanced Technology**

There are 28 community college programs in the region that prepare students for employment in 62 occupations related to Advanced Manufacturing and Advanced Technology. Community colleges and technical/proprietary schools awarded 1,600 degrees and certificates each year for programs in this sector. Annual job openings for occupations related to these programs will total 5,800 over the next five years.

The median hourly earnings for workers in this sector range from \$11.45 to \$49.48. Carpenters are expected to have the most job openings over the next five years (691 openings), and electricians will have the second most openings (481 openings). On the supply side, community colleges are conferring the most certificates in electronics and electronic technology, 157 awards annually. General engineering technology programs conferred the most associate degrees in this sector, 52 degrees annually.

#### ***Advanced Manufacturing/ Advanced Technology***

**62** related occupations

**28** community college programs

**5,800** projected job openings

**1,600** awards/year

**\$11.45-\$49.48** wages

### **Advanced Transportation and Renewable Energy**

In Los Angeles County, community colleges offer 10 education programs that train students for employment in 18 occupations within the Advanced Transportation and Renewable Energy sector. These programs conferred an average of 1,000 awards each year. Over the next five years, occupations in this field are forecasted to have 1,800 job openings.

Workers in this sector can expect median hourly earnings ranging from \$14.66 to \$56.35. The greatest number of job openings will be for automotive service technicians and mechanics (717 openings), and bus and truck mechanics and diesel engine specialists (220 openings).

Automotive technology programs account for the most certificates and degrees awarded within this sector – 74 associate degrees and 549 certificates annually.

### **Energy, Construction and Utilities**

The Energy, Construction and Utilities sector accounts for 11 community college programs in the county. There are 17 occupations in the county related to this sector.

On average, postsecondary programs conferred 778 awards each year. In terms of the demand for workers, the 17 occupations will have 6,750 job openings over the next five years.

With the exception of a few, occupations in this field earn more than the county living wage. Employment in this field can yield hourly wages from \$11.45 to \$37.12.

Environmental control technology (HVAC) programs conferred the most awards from 2012-2015, a total of 212 degrees and certificates. The greatest number of associate degrees, 55 total, were completed in architecture and architectural technology programs.

### ***Advanced Transportation/ Renewable Energy***

**18** related occupations

**10** community college programs

**1,800** projected job openings

**1,000** awards/year

**\$14.66-\$56.35** wages

### ***Energy, Construction & Utilities***

**17** related occupations

**11** community college programs

**6,750** projected job openings

**778** awards/year

**\$11.45-\$37.12** wages

**Global Trade and Logistics**

Community colleges in the region offer two programs related to Global Trade and Logistics. The first is international business and trade. The second is logistics and materials transportation. There are nine related occupations offering employment in this sector in the county.

On average, these two programs conferred 119 certificates and awards each year. The nine Global Trade and Logistics occupations are anticipated to offer 3,200 job openings over the next five years. Hourly earnings range from \$21.43 to \$39.50. The occupation of wholesale and manufacturing sales representative will have the most job openings by 2020, 1,429 positions over the next five years.

**Health Care**

Thirty community college programs supply the Health Care sector. These programs prepare students to enter 30 occupations in the county.

On average, community colleges and technical/proprietary schools conferred 4,800 awards each year. Occupations in the Health Care sector are expected to have 94,250 job openings over the next five years.

In the health care sector, home health aides earn the lowest hourly wage (\$11.38) and dental assistants earn the highest (\$50.85). Overall, median hourly earnings in this sector are relatively high compared with other sectors, with all earnings being at or greater than the living wage for the county.

By far, registered nursing programs are conferring the greatest number of associate degrees in the county, averaging 1,160 degrees each year. Respiratory care programs awarded the second highest number, an average of 103 degrees each year.

**Global Trade & Logistics**

**9** related occupations

**2** community college programs

**3,200** projected job openings

**119** awards/year

**\$21.43-\$39.50** wages

**Health Care**

**30** related occupations

**30** community college programs

**94,250** projected job openings

**4,800** awards/year

**\$11.38-\$50.85** wages

**ICT/Digital Media**

In Los Angeles County, 25 community colleges offer programs related to ICT/Digital Media. These programs, cumulatively, offer training and education for 35 occupations related to this sector.

On average community college and technical/proprietary colleges conferred 2,563 degrees and certificates each year for programs related to this sector. ICT/Digital Media occupations are expected to have 9,400 job openings over the next five years.

Most median hourly wages in this sector are well above the county's living wage, with the exception of data entry keyers. The remaining 34 occupations have reported earnings from \$17.75 to \$56.28.

Among ICT/Digital Media programs, office technology programs had the most associate degree and certificate completions, 906 each year. The bulk of these awards were conferred by community colleges, with technical/proprietary colleges conferring only 119 awards each year for office technology programs.

**Life Sciences and Biotechnology**

There are two programs in the county that are preparing students to enter five occupations in this sector: 1) Biotechnology and Biomedical Technology and 2) Biomedical Instrumentation.

These two programs confer an average of 113 certificates and degrees each year. Job openings for Life Sciences/Biotechnology occupations will total 4,250 over the next five years.

Hourly earnings for related occupations range from \$17.80 to \$23.19 in the county. Medical equipment repairers earn the highest wage while inspectors, testers and weighers earn the lowest wage. In the county, medical laboratory technology programs confer about 24 awards annually, and biotechnology and biomedical technology programs award around 22 certificates and degrees each year.

***ICT/Digital Media***

**35** related occupations

**25** community college programs

**9,400** projected job openings

**2,563** awards/year

**\$17.75-\$56.28** wages

***Life Sciences/  
Biotechnology***

**5** related occupations

**2** community college programs

**4,250** projected job openings

**113** awards/year

**\$17.80-\$23.19** wages

**Retail, Hospitality and Tourism**

The Retail, Hospitality and Tourism sector encompasses fashion, culinary arts and travel. There are currently 13 programs related to this sector offered by community colleges in the region. Students who complete programs in this sector will be qualified for employment in at least 28 related occupations.

On average, these 13 programs confer 1,190 certificates and degrees each year. The related occupations are forecasted to have a significant number of job openings—82,325 job openings over the next five years.

Although this sector provides many job opportunities, wages are relatively lower compared to other sectors. Occupations earn hourly wages ranging from \$11.20 to \$50.65. Higher wages are paid to supervisors of various entry-level workers.

In the sector, community college culinary arts programs have the most certificate and degree completions among all programs, on average 295 certificates and 58 associate degrees each year. Technical colleges also conferred 157 culinary arts awards each year.

***Retail, Hospitality & Tourism***

**28** related occupations  
**13** community college programs  
**82,325** projected job openings  
**1,190** awards/year  
**\$11.20-\$50.65** wages

**Small Business**

The Small Business sector includes programs in the areas of business, early childhood education and cosmetology, among others. In the county, 11 programs prepare students to enter 33 occupations in this sector.

These 11 programs awarded an average of 5,300 certificates and awards each year. Occupations related to this sector are projected to have 102,000 job openings over the next five years.

Because of the wide range of training programs related to the Small Business sector, hourly earnings also have a broad range, from \$8.52 to \$50.96. The occupation of sales manager is the highest paid in this sector while the occupation of childcare worker is the lowest paid.

***Small Business***

**33** related occupations  
**11** community college programs  
**102,000** projected job openings  
**5,300** awards/year  
**\$8.52-\$50.96** wages

Among programs related to the Small Business sector, the most certificates awarded were from child development/early care and education programs, 979 certificates each year. Business administration programs conferred the most associate degrees.

## Los Angeles Region Assets and Investments

Community colleges in the Los Angeles Region have a number of initiatives underway that can be leveraged and built upon to strengthen the Los Angeles Strong Workforce Program. The size and complexity of the region and the number of assets and investments is substantial; thus, a comprehensive list of *all* regional assets is not included. This section highlights the most relevant regional assets—those presenting the most impact for the Strong Workforce Program.

Several non-competitive, categorical funding streams supported by state or federal legislation provide opportunities for leveraging funding for this purpose. Although its reauthorization is still in question, the Carl D. Perkins Vocational and Technical Education Act (Perkins Act) is a source of funding that is aligned with the Strong Workforce Program.

The Perkins funds are to be used to prepare students for high-skill, high-wage or high-demand occupations in current or emerging professions and has been the most consistent funding for CTE in recent history. In the colleges' local and regional plans, the colleges need to determine ways to leverage these funds for maximum impact. All the community colleges in the Los Angeles Region receive Perkins funds (based on their CTE FTES) as well as CTE Transition Funds, which are earmarked for strengthening K-12/college partnerships. Both can be leveraged with Strong Workforce Program funds to expand targeted activities.

Senate Bill 1070 assists economic and workforce regional development centers and consortia to improve, among other things, CTE pathways between high schools and community colleges to align existing postsecondary technical preparation programs with high school CTE curriculum to ensure seamless transitions for pupils; to increase attainment of industry-recognized certificates through community college and high school CTE programs in high-need, high-growth or emerging regional economic sectors; and promote productive partnerships.

Within the region, there were two SB 1070 projects, one for the county's ring colleges and one for LACCD. These SB 1070 projects worked in partnership to develop a regional strategy for career pathway development, re-imagining and re-invention of "articulation" to maximize its impact and feasibility and to develop a plan to remove barriers to successful and sustained career pathway programs. A total investment of \$3,029,538 has been made to date and the program will sunset in 2017 as a separate funding stream; however, the deliverables and expectations for career pathway development will now be a part of the Strong Workforce Program.

Although not specific to Career Technical Education, several system-wide funding programs will also be considered as assets in the region to strengthen the programs developed with Strong Workforce Program funding. These include Adult Education (AB 104 Adult Education Block Grant), and Student Success and Support Program (Seymour-Campbell Student Success Act of 2012) and allocated Student Equity Funds. Colleges in the region were deliberate and mindful of ways that these programs can be synergistic in their impact to meet their respective goals and maximize the impact of the Strong Workforce Program in the region.

In addition to the allocated grants and funding, the region's community colleges and unified school districts have been recipients of competitive grants that can support the work. The California Career Pathways Trust (CCPT) program provided \$250 million in Proposition 98 General Funds for the State Superintendent of Public Instruction (SSPI) to award regional and local implementation grants.

Under the CCPT, one-time competitive state grants were made available to school districts, county superintendents of schools, direct-funded charter schools and community colleges for the purpose of establishing or expanding career pathway programs in grades nine through 14 (community college). These career pathway programs are intended to prepare students for high-skill, high-wage jobs in emerging and expanding industry sectors in the local or regional economy.

Within the Los Angeles region, community colleges are either the lead or partners in nine CCPT grants. These projects are shown in Exhibit 4.

**Exhibit 4. Los Angeles County CCPT Projects**

Project Name	Lead Agency	Amount
LA HI-TECH	Pasadena Community College	\$15 million
LAUSD Career Pathway Project	LAUSD	\$15 million
LACCD Career Pathways Consortium	LACCD	\$15 million
Montebello Career Pathway Trust	Montebello Unified School District	\$6 million
Long Beach College CCPT	Long Beach City College	\$15 million
Glendale CCPT	Glendale Unified School District	\$6 million
Long Beach Unified CCPT	Long Beach Unified School District	\$6 million
Pasadena Unified CCPT	Pasadena Unified School District	\$3 million
Los Angeles County Office of Education (LACOE) CCPT	LACOE	\$6 million



A considerable federal grant of over \$19 million, the Trade Adjustment Assistance Community College and Career Training grant, was awarded to Los Angeles Trade-Technical College in 2013 and has had a significant impact on the health sector; the program implementation stage of the five-year grant ends in March 2017. The Los Angeles Healthcare Competency to Career Consortium (LA H3C) is a multi-college consortium project among all nine colleges that comprise the Los Angeles Community College District.

A consortium of the community colleges, sector intermediaries, the workforce system and employers in the health care industry sector joined forces to create career pathways, core curricula and new programs of study in the sector. One of the regional projects leverages this existing project and will provide support for the dissemination of the work to all colleges in the greater Los Angeles area, including those in Orange County.

The California Community Colleges Chancellor's Office made available \$10.5 million in Proposition 98 funds for the California Apprenticeship Initiative (CAI) New Innovative Program, part of the \$15 million California Apprenticeship Initiative which seeks to create new and innovative apprenticeship opportunities in priority and emerging industry sectors or areas in which apprenticeship training does not currently exist. Three projects in the region were awarded in 2016 to the Los Angeles Unified School District, Los Angeles Trade-Technical College and West Los Angeles College.

Proposition 39, the California Clean Energy Jobs Act, has awarded a series of five one-year appropriations to fund energy-efficient projects for the California Community Colleges beginning in 2012-13 to the present. The Los Angeles/Orange County Region's Prop. 39 funds are administered by Los Angeles Trade-Technical College in partnership with the Energy, Construction and Utilities Deputy Sector Navigators. These funds are specifically identified and leveraged in the regional Strong Workforce Program project for this industry sector.

### **Strategic Priorities for the Los Angeles Region**

Through the partner engagement and planning process, the Los Angeles Region identified six strategic priorities for the Strong Workforce Program that are the focus of one or more of 21 regional projects. (Please refer to Appendix C for a complete description of each of the projects.)

The priorities also incorporate input from LAEDC and the Los Angeles Area Chamber of Commerce, which have current industry councils in the areas of advanced transportation, aerospace, bioscience, entertainment/digital media, health care and ICT. These councils consist predominantly of industry firms, as the vehicles by which to validate these demand-side findings.

These priorities are intended to address the most relevant of the Strong Workforce Program's 25 recommendations at the regional level.

The priorities include:

- Maximizing sustained industry engagement through participation in industry councils and collaborative efforts, and creating regional industry advisory boards;
- Strengthening career pathways and programs of study in partnership with K-12 school districts, adult education providers and labor/registered apprenticeships;
- Increasing opportunities for work-based learning along the continuum through industry partnerships;
- Attending to the need for new CTE faculty recruitment (teacher pipeline) and professional development and externships for current faculty to ensure alignment with dynamic industry skills and knowledge;
- Addressing the needs of business and industry in identified priority and emerging sectors; and
- Supporting regional marketing, curriculum alignment, streamlined regional processes and regional labor market data collection, and analysis for data-informed decision-making.

**Priority and Emerging Industry Sectors**

The California Community Colleges Chancellor’s Office (CCCCO) funds the Los Angeles Orange County Regional Consortia (LAOCRC). It is supported primarily with Perkins IB funds. Leadership—including the regional chair, regional co-chair, fiscal agent and COE director—have changed multiple times since the original priority and emerging sectors were selected for the Los Angeles Region a number of years ago.

In previous years, the identified sectors had been informed by limited data and were based largely on institutional practices and current industry investments and partnerships. At the time of their selection, the comprehensive regional labor market data was a fraction of what is produced and available today. Over the years, the region has made significant investments in these sectors; yet, the need to revisit and restructure the Doing What Matters sectors is paramount for Los Angeles County as it moves forward under the Strong Workforce Program. The five emerging and priority sectors for the region are shown in Exhibit 5.

**Exhibit 5. Regional priority and emerging sectors.**

Industry	Type of Sector
Advanced Manufacturing	Priority
Advanced Transportation & Renewable Energy	Priority
Health	Priority
Energy, Construction & Utilities	Emerging
ICT/Digital Media	Emerging

In addition to these sectors, the Chancellor’s Office identified several more sectors, which were classified as across-county needs, and additional resources were provided including sector navigators or deputy sector navigators. These sectors included Global Trade and Logistics; Retail, Hospitality and Tourism; Small Business; Life Sciences/Biotechnology and Agriculture; and Water & Environmental Technology.

Based on data analysis, industry and intermediary engagement, and published reports, the Los Angeles Region requests the following changes:

- Convert Energy, Construction and Utilities from an emerging sector to a priority sector. Sufficient work has been done to build the pathways whereby the description of this sector as “emerging” is no longer accurate.
- Add Life Sciences/Biotechnology as an emerging sector. The Los Angeles County Board of Supervisors, the Los Angeles County CEO’s office and County CDC have committed to investing in the biosciences industry cluster in a comprehensive initiative that is at its early stages. LAEDC has developed an implementation plan for this initiative and is centrally coordinating a diverse group of organizations with knowledge and expertise in regional bioscience industry cluster capacity building, including BioCom, BioAccel, Keck

Graduate Institute, CommonWeal, Collaborative Economics and others. County officials will review the research, recommendations, and action items contained in the implementation plan, in 2016-2017, setting the stage for significant action and progress in the coming months.

- Add Entertainment as a priority sector (specific to Los Angeles County) or split ICT/Digital Media and provide a DSN for ICT and a second DSN for Digital Media, which would fill the gap for Entertainment. The “Creative Economy” facilitates the cross-pollination of local talents and technologies in digital media, arts and more. Los Angeles County is one of the most dynamic, resource-rich places to do business due to the variety of creative, entrepreneurial professionals and convergence between the technology, gaming and entertainment industries and cross-pollination of their ecosystems. Los Angeles County is the “Creative Capital of America.” The county’s entertainment industry has an employment base of more than 160,000 people and a supplier base of more than 13,000 companies. It remains a top region for major-studio film production. Entertainment is the third largest industry in the county, providing resources for existing and new companies.

The increased dialogue among collaborating agencies that has occurred over these past several months, as this regional strategy has been developed, has revealed a conflict between the Doing What Matters sector framework and expected outcomes of the Strong Workforce Program, particularly in the area of identifying “sector priorities.” The adopted Strong Workforce Program recommendations include the strengthening of “communication, coordination, and decision-making between regional CTE efforts and the colleges to meet regional labor market needs.”

In addition, the Strong Workforce Program calls for the development of “robust connections between community colleges, business and industry representatives, labor, and other regional workforce development partners to align college programs with regional and industry needs and provide support for CTE programs.” In addition to the Strong Workforce Program recommendations, SB 293 requires the State Workforce Development Board to collaborate with the California Community Colleges, the California Department of Education, other appropriate state agencies, and local workforce development boards to develop a comprehensive state plan that serves as a framework for public policy, fiscal investment and operation of all state labor exchange, workforce education and training programs.

As part of this state mandate, the California WDB strategic plan includes coordinating and developing high quality, actionable labor market information (LMI) that assesses regional industry and occupational trends and needs; annually publishing sector and regional profiles that include skills gap analysis; and working with local boards to collaborate with community colleges to share regional workforce and economic analysis and to identify priority industry sectors and clusters.

Unfortunately, there is a misalignment of fundamental terminology used to describe and ascertain industry sector priorities across state agencies, hindering meaningful regional dialogue regarding the sector priorities and the workforce development necessary to bolster and meet each constituent's identified priorities. With some agencies using the standard North American Industry Classification System (NAICS), others focusing on industry clusters, and some using a hybrid approach, aligning regional priorities is somewhat challenging. As we move forward under the Strong Workforce Program, it is critical that we continue to communicate and collaborate despite these challenges, but it is recommended that policy concerning the county's priority industries must be aligned at the state level. If not, the Chancellor's Office should allow regional flexibility from the Doing What Matters framework which defines the sectors to allow better regional coordination and alignment with key economic and workforce partners.

### **Career Pathways**

Career pathways have been the focus of Career Technical Education since the renewal of the Carl D. Perkins Vocational and Technical Education Act of 2006 and even before this time as part of the Tech Prep Initiative. However, community colleges in California have watched the demise of CTE programs in secondary education programs making it difficult to align postsecondary programs.

Career pathways provide an effective framework for increasing enrollment and completion of postsecondary education, and this is primarily why pathways were developed. Community college students typically require more support services than students entering a four-year degree program directly out of high school because many are the first members of their family to attend a postsecondary institution. The pathways approach is valuable to these students because many have not been exposed to the career opportunities that are available—particularly pathways leading to high-wage, high-skill occupations.

Pathways are effective for a variety of populations, such as high school and adult learners. This is also true for marginalized populations. Well-designed pathways provide opportunities for multiple entry and exit ramps as students advance to successively higher educational attainment. Student support services, such as professional career counseling, are needed. Yet, these services are often missing in pathways programs.

More effort is needed to communicate the importance of CTE and middle-skill workforce education. Along with efforts to improve community college transfer success, community college leaders and regional partners must examine what and how they communicate with non-traditional students, adult learners and their families regarding the value of CTE-workforce programs and how students can obtain their short- and long-term career objectives.

Perhaps most importantly, career pathways offer a clear model for deeper relationships and increased goal alignment between colleges and industry. This requires collaboration with Workforce Development Boards (WDBs) to maximize apprenticeship and other engagement programs.

With the Strong Workforce Recommendations, career pathways have again been mandated, and SB 1070 funding focuses on establishing the framework for the development and delivery of career pathways. During the 2015-16 school year, the 19 community colleges in Los Angeles County jointly developed policies and procedures for the development of career pathways. This included articulation of courses with high schools/adult schools and the offering of dual enrollment courses under AB 288 agreements and other agreements, such as CCPT MOU's.

Implementation has occurred at various levels among the colleges. Within the Los Angeles County Ring Colleges (non-LACCD), 461 for-credit career pathways were identified in November 2016. However, only 124 are aligned with high school/adult education programs. The same Los Angeles County Ring Colleges reported that currently, 199 non-AB 288 dual enrollment courses were offered and 59 AB 288 dual enrollment courses were offered in more than 160 high schools within their service area. Almost nonexistent is the alignment of non-credit courses/programs with for-credit CTE programs. Specific data for the LACCD colleges are not available at this time, but similar patterns have been observed.

At the high school level, CTE lacks support and the focus has been on four-year post-secondary education. High school staff has expressed frustration with trying to identify how a CTE course offered to high school students can align with the community college career pathways. More than 300 high schools exist within Los Angeles County, creating a challenge as to whom the community colleges should work directly with. Currently, no dedicated staff exists at the community colleges to provide this type of outreach service. Therefore, a more formal and structural approach needs to be developed to ensure that all of the high schools in Los Angeles County are served.

The Strong Workforce Recommendation #3 focuses on the need for the community colleges to establish clearly defined career pathways originating at either high schools or adult education providers and leading to entry-level employment. One of the regional projects focuses exclusively on providing the technical assistance and staffing for implementation of this goal. We will leverage the SB 1070 Career Pathways funds and existing partnerships to build upon the previous work. The project will focus on:

1. Implementation of alternative methods for granting credit from high schools and/or adult education providers;
2. Implementation of Career and Technology Education Management Application (CATEMA) to track credit granting from high schools/adult education providers;
3. Implementation of dual enrollment courses that focus on identified career pathways;
4. Implementation of work-based learning/work experience related to identified career pathways; and

#### 5. Professional development focused on administrators, faculty, counselors and staff.

Student support strategies are also needed to educate both students and parents and to facilitate career choices.

#### **Work-based Learning**

The Los Angeles Region's community colleges have incorporated work-based learning (WBL) into their SWP regional projects that will enable students to participate in activities, expanding beyond their classroom experience, to gain practical industry experience. These WBL instructional strategies are critical to preparing students for success in their postsecondary educational and career experience and are distilled from linked learning tenets.

Understanding that our students' learning experience must expand beyond four walls, these WBL instructional strategies and projects will enable students to make progress learning workplace skills that they will master over a period of time. Critical elements in making decisions on which WBL projects to fund included:

- The extent of the interactive experiences our students would have with industry and community partners during the delivery and instructional components of the practical activities,
- The advancement of economic impact in the region in which industry employers operate, and
- Internships (paid and unpaid) and gainful employment opportunities available for students.

Los Angeles Regional WBL projects span from a Cybersecurity & Regional NetLabs Hub, where students can participate in classes hosted in a virtual lab that prepare them with technical and practical skills for industry certifications, to LA High Tech Bridge & Coding Bootcamp, which prepares students through apprenticeships in technology companies where students apply technical skills from the boot camp to assist companies with writing programs, developing software and a host of other programming tasks.

All 19 community colleges in the region have elected to participate in one or more of the work-based learning projects summarized in Appendix C.

**Faculty Professional Development and Externships**

In order to ensure that our students are mastering the competencies required for current jobs in the regional economy, curriculum and course outlines, student learning outcomes, performance standards and assessment, and the use of technology and equipment must meet industry standards.

This requires that community college faculty are provided with the opportunity for professional development, training and externships. Many of the region's CTE faculty are from industry, and although they have industry expertise and experience, they might be unfamiliar with the rapid changes in their field and unfamiliar with new technology and equipment.

One regional project focuses on the teacher pipeline, which includes professional development and training for current faculty as a deliverable. Furthermore, the sector-based projects that are designed to enhance and enrich programs of study include allocated funds for faculty training and/or externships and professional development.

This will be enhanced by the colleges' collaborations with business and industry partners' willingness to assess the needs of faculty, provide professional development and host externships.

**Sustained Industry Engagement**

Employers request coordination between community colleges and other workforce-education providers. Employers want to engage regionally and by sector (as opposed to individually) to anticipate labor market trends, build career pathways, determine specializations, inform faculty of changing job requirements, validate skill competencies, create work-based learning for students, promote joint investment in and sharing of resources, and conduct outreach to students.

Aligning industry skill demands in the regional labor market with CTE curriculum development provides the best opportunity for students who complete community college programs to find a job in their field of study. It is essential that CTE faculty develop program material based on sufficient input from industry representatives and community leaders. Faculty know this; yet, they need to be supported in this endeavor. Faculty must be incentivized to develop value-based relationships with business and industry. Seamless transitions from school to work require institutional infrastructures that do not exist on most campuses.

Convening faculty and deans from across the region in a series of facilitated conversations and ideation design sessions will enable alignment of curriculum, provide professional development, disseminate best practices, engage regional scale employers and incubate new ideas for sharing resources. There are other common activities, such as organizing externship opportunities for faculty to keep their skills current and coordinating administrative support for program development and reciprocity. Moreover, incentivizing college-to-college collaboration is crucial to achieving scale, as is the role of regional industry advisory boards.



Community colleges in Los Angeles County have strong, ongoing relationships with business and industry in their respective areas, but the Strong Workforce Program (SWP) has elevated the conversation. SWP has resulted in a collective acknowledgment of the critical importance and impact of a regional approach. Essentially an institutionalized process for industry to engage, inform and invest is an important outcome of our regional planning.

The Los Angeles County Economic Development Corporation (LAEDC) and Los Angeles Area Chamber of Commerce, in partnership with the community colleges in the region, are developing an innovative new paradigm and processes for strategic, systematic, institutionalized, ongoing and intentional industry engagement that informs, supports, enhances and results in a co-investment by employers, business organizations and economic development in CTE development. This explicit commitment is the result of dialogue that examined the current state of inconsistent, uncoordinated outreach and engagement of industry for ad hoc employment matching.

LAEDC and the Los Angeles Area Chamber of Commerce have agreed to lead efforts to create, convene, staff and support regional sector councils that are tailored to the high-growth industry sectors/clusters in the region and the regional SWP projects.

The goal of these sector councils is to have recognized business-led forums by workforce development partners in the region that prioritize community colleges, SWP, CTE programs and industry partnerships. Co-investment will be the central focus of the agenda, while encouraging and supporting broader systems alignment.

An important strategy continues to be the increase of membership, participation and presentations from community colleges in the myriad of existing regional and sub-regional business associations, chamber and economic development organizations and their high-growth sector or priority population collaboratives. Sub-regional organizations and targeted collaboratives will complement the regional council approach and remain vital to individual college programs, faculty relationships, placements and other opportunities for students, such as internships and other work-based learning.

Support and engagement of sub-regional economic development entities and chambers of commerce—including the San Gabriel Valley Economic Partnership, Valley Economic Development Center, Valley Industry and Commerce Association, Compton Business Chamber of Commerce and others—are important to ensure diverse participation, input, engagement and collaboration with a wide range of partners in our vast region. Appendix D details the region's economic development and workforce collaboratives.

### **Data-driven Coordination**

The highly successful management of the regional program approval process within the LAOCRC will continue as it has in the past year and a half; however, the focus has been on the regional process to approve local degree and certificate programs, with a few projects that are actually regional in scope (i.e. the pre-approval of the Business Information Worker programs). It is the aspiration of the region to develop authentic regional strategies and solutions. As a result, new processes and systems need to be developed.

Regional coordination, curriculum development and data sharing will be innovated by the regional project with the largest scope of work, the Los Angeles Workforce Education Research Center (LAWERC, pronounced LA Work).

The project primarily focuses on informing the development of regional curricula and regional programs. Additionally, the project will inform policy and practice in workforce education through established relationships with the LAEDC, the Southern California Leadership Council, the Los Angeles Area Chamber of Commerce, and others.

LAWERC will facilitate the LAOCRC shifting from a reactive model of program approval to a proactive one. Data sharing and the production of accessible labor market information and other data is also a focus, whereby LAWERC will collaborate with the Center of Excellence for Labor Market Research and assist to bridge the gap between demand and supply in the county.

The project aims to decrease the time required for program development through the regionalization of program curricula.

### **Regional Outcomes and Metrics**

The identified metrics of the Strong Workforce Program are most appropriately linked to the local plans and will include the following:

- “More” CTE demonstrated by increased enrollment in CTE programs of study, including non-credit programs, industry credentials, and certificate and degree programs.
- “Better CTE” demonstrated by at least one of the following:
  - Completion;
  - Transfer;
  - Employment rates;
  - Employment in field of study;
  - Earnings;
  - Median change in earnings; and/or
  - Proportion of students who attained living wage.

Since the regional plans and local plans were due at the same time for this initial application, there was insufficient time to calculate the regional impact based on these metrics, which will be a sum of the local Strong Workforce Program impacts.

In addition to the mandated and recommended Strong Workforce Program outcomes and metrics, each regional project has unique and specific outcomes that are identified in the attached summaries and in the regional templates submitted to the Chancellor's Office. Some overarching regional outcomes were highlighted in one or more regional project; these include:

- Increase the number of regional industry advisories;
- Increase the quality of industry engagement and partnership;
- Improve the availability, accessibility and utility of labor market and other data;
- Increase the number of regionally pre-approved certificates and degrees; and
- Improve the overall functioning of the LAOCRC

Due to the changes mentioned above, the LAOCRC has not yet had an opportunity to fully vet these regional outcomes, nor to determine the process by which these outcomes will be evaluated, including the collection of baseline data, development of data collection tools and processes for analysis. These will be refined in the first quarter of 2017.

### **Local Share SWP Activities**

In addition to the regional projects described in Appendix C, the colleges in the Los Angeles Region have also made a significant investment in "more and better CTE" through their Local Strong Workforce Program activities. Although data are not yet available for all colleges in the region since some of the Local Plans are still being finalized, the colleges have shared information in a coordinated effort to ensure that collectively, they are responding to workforce needs identified in the region, and are developing, strengthening and enriching programs that will lead to living wage jobs for their students.

The largest investment in the region is the utilization of the funds in programs and activities that impact all industry sectors, identified as "across all sectors" in the local SWP templates. These activities are both broad and targeted, and all are designed to strengthen CTE at the colleges. Almost \$7 million of the region's investments are classified as such. Activities, programs and resources include:

- CTE marketing, outreach and recruitment;
- Career pathway development;
- Dual enrollment;
- Career exploration academies and events;
- CTE counseling and student support services, including tutoring;
- Job/work readiness;
- Job development and placement assistance; and
- Work-based learning opportunities, including internships.

The CTE Enhancement funds allocated to the region's community colleges last year were helpful in terms of providing assistance for one-time costs, such as equipment upgrades, curriculum development and short-term training. However, because it is a multi-year funding stream, the Strong Workforce Program affords the colleges the opportunity to plan multi-year initiatives and take them to scale, and to employ staff to assist with the work. Outreach and recruitment targeted specifically to recruit students to the college's CTE pathways and programs of study is a large part of the local investment. Colleges will leverage their local funds to market their unique college program with the more broad-based marketing strategies that are occurring at the regional and state level.

The colleges are planning and implementing activities that are innovative and exciting, as well as those that are evidence-based and tried and true to recruit students from K-12, the

workforce and the community. Many of the colleges were enthusiastic about the opportunity to continue the work started with SB 1070 to build career pathways, capitalizing on AB 88 dual enrollment MOUs and articulation agreements. The career pathway programs include career exploration, boot camps, industry tours, student showcase opportunities and competitions, as well as CTE demonstration fairs. Colleges are also using the funds to meet the goals of significantly increasing CTE enrollment.

In order to improve the outcomes for students, the colleges are using funds to provide targeted support, beyond the typical tutoring and basic skills education. Some colleges are strengthening contextualized math and English courses, and one college will be piloting adaptive learning and competence-based education to improve academic outcomes for CTE students.

The transition from student to the workplace is also being addressed with the SWP local funds. Several colleges are using the funds to teach job-readiness courses and programming, and to provide job development and job-placement assistance, working directly with workforce and business and industry partners.

The colleges are also making significant investments in industry sectors, both those that are priority and emerging sectors and for others that have significant skills gaps, and supply and demand gaps. With these sector projects, the focus is on curriculum development and alignment, faculty professional development and externships, and on developing programs to assist students in earning industry-recognized credentials.

Some colleges are working with specific employers to provide training for incumbent workers in need of skill upgrades, and to prepare incumbent workers for significant upcoming changes in technology and work environment. Most of the sector-based strategies include all of the following:

- Faculty professional development, training and externships;
- Enhanced industry engagement and regional alignment of curriculum;
- Curriculum enhanced to align with industry standards; and
- Upgrading equipment, materials and supplies to enhance learning.

Based on preliminary data collected from 24 of the 28 colleges in the region, the sector with the largest investment is Health Science/Health Care, which is supported by the data collected concerning employment needs in Los Angeles. Nearly \$2.7 million is invested in this sector. ICT—which includes ICT/Graphic Design, ICT/Computer Systems and Coding and other related occupations—will benefit from a little more than \$1.5 million of the region’s local share.

The colleges have also made large investments in Energy, Construction and Utilities (\$1.4 million) and Advanced Transportation (\$1.2 million).

Smaller investments of Local Strong Workforce Program funds are being made in:

- Biotechnology (\$400,000);
- Advanced Manufacturing (\$400,000);
- Culinary Arts/Hospitality (\$360,000);
- Early Childhood Education (\$350,000);
- Administration of Justice (\$350,000); and
- Small Business (\$200,000).

This is not an exhaustive list of all local share investments; however, it provides an overview of the Los Angeles Region’s local share activities. These sectors projects will leverage, where possible, regional projects, primarily as they relate to the development of regional curriculum alignment and the use of regional industry advisories. The CTE deans expressed enthusiasm for the opportunity to foster regional alignment and cooperation and are committed to participating in additional collaborative activities.

## **Continued Engagement Strategies**

Based on the significance of the investment in CTE by the Strong Workforce Program, the LAOCRC is committed to diverse strategies that foster ongoing engagement of business, industry, economic development, labor, government, workforce development and education partners in program activities and through ongoing planning.

This includes strategies for periodic, substantive reporting and review of project deliverables and outcomes, with built-in processes for identifying the value-added partnerships, technical assistance, professional development and consulting needed to ensure that the projects are thriving. This also includes institutionalizing and implementing an inclusive planning process to refine the strategies used to engage partners in the planning process.

The Strong Workforce Program will be a standing agenda item at all LAOCRC Meetings, as well as the Los Angeles sub-regional meetings of the many partner organizations, sector collaboratives and councils, chambers of commerce, and business and trade associations. The Los Angeles and Orange County Regional Directors are in the process of developing a meeting structure that will best facilitate the needs of the consortium to conduct business, as well as ensure there is meaningful partner, faculty and stakeholder engagement, project presentations, local and regional program updates, and planning.

All partners and stakeholders are encouraged to attend the LAOCRC monthly meetings; however, opportunity for interactive engagement is limited. A committee was seated in January to make recommendations for a new meeting structure to support the implementation of the Strong Workforce Program. The regional projects and many of the local projects include occasional regional events intended to foster and expand continued partner engagement.

Appendix D lists the numerous sector collaboratives, workforce development initiatives and business organizations to which the LAOCRC is affiliated; the colleges will leverage these relationships in hopes that there will be additional opportunities to engage partners, those mandated and others, in the Strong Workforce Program. Colleges will take advantage of every opportunity to present and market the Strong Workforce Program to partners, as well as utilize data, information and guidance from these partnerships to strengthen the existing Los Angeles Regional Strong Workforce Program Projects, and to inform new ones that will be planned in subsequent years.

In December, the LAOCRC's new governance structure was implemented, and its processes continue to be refined. In addition, the Strong Workforce Program will be a standing agenda item at meetings, and partners will be invited to present economic intelligence briefings from major regional economic development organizations and sector initiatives, such as the Advanced Manufacturing Partnership-Southern California, Metropolitan Transportation Agency, Los Angeles County Economic Development Corporation and Los Angeles County Business Federation. Regular briefings from leading business and economic development organizations on regional sector initiatives to the various councils within the LAOCRC leadership

structure, including the CEO Council and the CEO Executive Committee, will address the progress and outcomes of the Strong Workforce Program.

In completing this nascent local and regional planning process, the LAOCRC colleges referenced the process maps developed by the Chancellor’s Office and in preparation for the next plan, will utilize them as a base to customize our local and regional planning processes. Capitalizing on the best practices and learning from pitfalls, the Los Angeles and Orange County Regional Directors will complete the **Strong Workforce Four-Year Planning Guide and Timeline** for use by the July 2017 planning process.

Feedback about the current planning process will be solicited from colleges and other stakeholders. To the greatest extent possible, regional planning timelines will be aligned with college strategic planning timelines and data analysis, including Perkins Plans. The planning guide will identify the mandatory dates and processes for annual review of the current regional plan and projects (7/16 to 12/18) as well as the timeline for the development of the subsequent regional plans (7/17 to 12/19 and 7/18 to 7/20). Exhibit 6 shows key events planned in 2017.

The complexity of overlapping funding periods is often a challenge unless careful planning is done. The process will include time for meaningful engagement of all constituents and opportunities for meaningful feedback from industry stakeholders, workforce, the LAOCRC leaders and others, in time for modifications to be made to address any concerns. The approval process will be clarified and will include how feedback from the LAOCRC governance structure will be addressed.

**Exhibit 6. 2017 Planning Calendar**





**Appendix A: Los Angeles County Community Colleges**

Community College District	Colleges	# FTES
Cerritos	Cerritos College	17,790
Citrus	Citrus College	11,450
El Camino	El Camino College	19,163
	El Camino College - Compton Center	5,217
Glendale	Glendale College	15,462
Long Beach	Long Beach City College	20,406
	East Los Angeles College	23,345
	Los Angeles City College	13,530
	Los Angeles Harbor College	7,008
	Los Angeles Mission College	6,926
	Los Angeles	Los Angeles Pierce College
Los Angeles	Los Angeles Southwest College	5,428
	L.A. Trade-Technical College	12,798
	Los Angeles Valley College	13,338
Los Angeles	West Los Angeles College	7,315
	Mt. San Antonio	Mt. San Antonio College
Pasadena Area	Pasadena City College	22,984
Rio Hondo	Rio Hondo College	12,575
Santa Monica	Santa Monica College	21,964
<b>TOTAL</b>		<b>273,391</b>

Source: California Community Colleges Student Success Scorecard, <http://scorecard.cccco.edu/scorecard.aspx>


**Appendix B: Los Angeles County CTE Programs**

TOP Code	TOP Name	Number of Colleges Offering Program	Number of 6-digit TOP Codes within the 4-digit Program
0502	Accounting	19	2
0506	Business Management	19	4
0509	Marketing and Distribution	19	4
0514	Office Technology/Office Computer Applications	19	5
1305	Child Development/Early Care and Education	19	7
1230	Nursing	18	5
2105	Administration of Justice	18	6
0505	Business Administration	17	1
0602	Journalism	17	1
0702	Computer Information Systems	17	2
0201	Architecture and Architectural Technology	16	1
0701	Information Technology, General	16	1
0707	Computer Software Development	16	4
0511	Real Estate	15	2
0614	Digital Media	15	7
0934	Electronics and Electric Technology	15	7
0501	Business and Commerce, General	14	1
0504	Banking and Finance	14	1
0953	Drafting Technology	14	6
1005	Commercial Music	14	1
1006	Technical Theater	14	1
1012	Applied Photography	14	1
1030	Graphic Art and Design	14	2
1306	Nutrition, Foods, and Culinary Arts	14	4
0604	Radio and Television	13	4
0956	Manufacturing and Industrial Technology	13	5
1250	Emergency Medical Services	13	1
0508	International Business and Trade	12	1
1402	Paralegal	12	1
0708	Computer Infrastructure and Support	11	3
0946	Environmental Control Technology	11	2
0948	Automotive Technology	11	3
1270	Kinesiology	11	1
2104	Human Services	11	2
2133	Fire Technology	11	3
0612	Film Studies (including combined film/video)	10	1

TOP Code	TOP Name	Number of Colleges Offering Program	# 6-digit TOP Codes within the 4-digit Program
0809	Special Education	10	1
1208	Medical Assisting	10	4
0706	Computer Science (Transfer)	9	1
0835	Physical Education	9	3
0709	World Wide Web Administration	8	2
0850	Sign Language	8	1
0924	Engineering Technology, General	8	1
0952	Construction Crafts Technology	8	6
1013	Commercial Art	8	1
0606	Public Relations	7	1
1011	Photography	7	1
1201	Health Occupations, General	7	1
1303	Fashion	7	4
2206	Geography	7	1
3007	Cosmetology and Barbering	7	1
0949	Automotive Collision Repair	6	1
1099	Other Fine and Applied Arts	6	1
1210	Respiratory Care/Therapy	6	1
1228	Athletic Training and Sports Medicine	6	1
1240	Dental Occupations	6	3
1260	Health Professions, Transfer Core Curriculum	6	1
1307	Hospitality	6	2
4932	General Work Experience	6	1
0109	Horticulture	5	5
0957	Civil and Construction Management Technology	5	3
0999	Other Engineering and Related Industrial Technologies	5	1
1225	Radiologic Technology	5	1
1301	Family and Consumer Sciences, General	5	2
0430	Biotechnology and Biomedical Technology	4	1
0947	Diesel Technology	4	3
0950	Aeronautical and Aviation Technology	4	3
0958	Water and Wastewater Technology	4	1
1205	Medical Laboratory Technology	4	2
1302	Interior Design and Merchandising	4	1
2102	Public Administration	4	2
0303	Environmental Technology	3	1
0510	Logistics and Materials Transportation	3	1

TOP Code	TOP Name	Number of Colleges Offering Program	# 6-digit TOP Codes within the 4-digit Program
0512	Insurance	3	1
0599	Other Business and Management	3	1
0699	Other Media and Communications	3	1
0802	Educational Aide (Teacher Assistant)	3	2
0899	Other Education	3	1
0945	Industrial Systems Technology and Maintenance	3	1
1221	Pharmacy Technology	3	1
1223	Health Information Technology	3	2
1308	Family Studies	3	1
0101	Agriculture Technology and Sciences, General	2	1
0102	Animal Science	2	5
0103	Plant Science	2	2
0112	Agriculture Business, Sales, and Service	2	1
0115	Natural Resources	2	1
0299	Other Architectural and Environmental Design	2	1
0518	Customer Service	2	1
0799	Other Information Technology	2	1
0860	Educational Technology	2	1
0936	Printing and Lithography	2	1
0954	Chemical Technology	2	2
1008	Dance	2	1
1220	Speech/Language Pathology and Audiology	2	1
1251	Paramedic	2	1
1299	Other Health Occupations	2	1
1309	Gerontology	2	1
1602	Library Technician (Aide)	2	1
2199	Other Public and Protective Services	2	1
3009	Travel Services and Tourism	2	1
3020	Aviation and Airport Management and Services	2	5
4931	Vocational ESL	2	1
0114	Forestry	1	1
0116	Agricultural Power Equipment Technology	1	1
0516	Labor and Industrial Relations	1	1
0607	Technical Communication	1	1
0610	Mass Communications	1	1
0935	Electro-Mechanical Technology	1	1
0955	Laboratory Science Technology	1	1
1222	Physical Therapist Assistant	1	1
1239	Psychiatric Technician	1	1

## Appendix C: Regional SWP Projects

Sector, Lead College, Budget & College Partners	Project Name and Description
<p><b>1) Across All Sectors</b></p> <p><b>Lead:</b> Citrus College/LAOCRC \$750,000</p> <p><b>College Partners:</b> All 19 Colleges</p> 	<p><b><u>Los Angeles Workforce Education Research Center</u></b></p> <p>Funding this project will regionalize a Los Angeles Workforce Education Research Center (LAWERC). (Ideally, this should be across both LA and Orange counties; however, the center will likely start with the 19 Los Angeles County regional colleges). The primary objective of WERC is to bridge the gap between county economic/workforce demand data and the workforce supply in order to increase alignment and inform regional workforce education, practice and policy; the required and preferred occupational competencies necessary for instructional course/program development; the county's economic growth; and social justice issues that impact students and the workforce. Social justice issues could include educational attainment of populations in sub-regions of the county, wage parity and negative impacts of sub-regional economic development such as gentrification.</p> <p>The LAWERC (pronounced L.A. Work) will:</p> <ol style="list-style-type: none"> <li>1. Research and publish labor market supply and demand data informed by industry sector/cluster analysis, along with the industry specific staffing patterns and human capital supply chains, in relation to workforce education in the region. Industry sector/cluster analysis will be informed by and co-researched with LAEDC, the Los Angeles Area Chamber of Commerce and other county workforce stakeholders.</li> <li>2. Provide research to inform the identification of employers necessary for regional industry advisory groups to apprise colleges of necessary occupational skills, workforce education performance objectives, workforce education performance criterion, and potentially inform a regional model curriculum and program design for regional adoption, program development or program modification.</li> <li>3. Research and publish regional studies focused on the impact, relationship, correlation, etc. that local, regional and statewide workforce education and other policies have on educational access, social mobility, socio-economic status, social justice/classism, student success, workplace success/persistence, etc.</li> </ol> <p><b>Regional Priorities Addressed:</b></p> <ol style="list-style-type: none"> <li>1. Maximizing sustained industry engagement;</li> <li>2. Strengthening career pathways and programs of study;</li> <li>5. Addressing the needs of business and industry in identified priority and emerging sectors; and</li> <li>6. Supporting regional marketing, curriculum alignment, streamlined regional processes as well as regional labor market data collection and analysis for data-informed decision-making.</li> </ol> <p><b>Strong Workforce Recommendations:</b> 7 8 10 11 17 20</p>
<p><b>2) Across All Sectors</b></p> <p><b>Lead:</b> LA Region Director</p> <p>\$1,050,000</p> <p><b>College Partners:</b> All 19 Colleges</p>	<p><b><u>Los Angeles Regional Marketing, Promotion and Showcasing and Innovative Projects Fund</u></b></p> <p>This project will develop a regional strategy to market CTE to various constituencies, including students, parents, community, business and industry, workforce and the media. The project is not designed to fully fund the marketing plans for each individual college, but instead to develop a regional strategy; however, colleges can leverage this project with their local fund plans that address their unique needs. Strategies include the development of online content for websites and social media, media ads/kits, showcase events (demonstrations, competitions and regional fairs and other events) and the branding of regional CTE education in the region.</p>



It is likely that the marketing aspect of this project will be done in partnership and coordination with the Orange County Regional Marketing Plan and the Chancellor’s Office. Funds in this project will also be used to provide resources for the exploration of industry-driven innovations to address needs that might emerge during the performance period; especially those identified by the LAEDC, the LA Area Chamber of Commerce, and workforce or business/industry partners.

**Regional Priorities Addressed:**

- 1. Maximizing sustained industry engagement;
- 3. Expanding opportunities for work-based learning; and
- 6. Supporting regional marketing curriculum alignment streamlined regional processes as well as regional labor market data collection and analysis for data-informed decision-making.

**Strong Workforce Recommendations:** 1 and 3

**3) Across All Sectors**

**College Lead:** Rio Hondo

\$2,540,000

**College Partners:**  
All 19 Colleges



**Career Pathways Specialist**

Implementation of Career Pathways is a major focus of the Strong Workforce Recommendations. This project would provide technical assistance and staffing that would continue the work of the SB 1070 Career Pathways Grant. The current grant sunsets June 2017, but funding is needed for the 2017-18 Academic Year. Focus will be on: 1. Implementation of Alternative Methods for Granting Credit from High School and/or Adult Education; 2. Implementation of CATEMA to track credit granting from high school/adult education; 3. Implementation of Dual Enrollment Courses that focus on identified career pathways. The Career Specialist will be the point of contact for articulation, dual enrollment and development of career pathways between the community colleges and high schools/adult schools. Funding will provide for: 10-month employee at each of the 19 colleges, project director contract, project coordinator (part time), clerical support, web hosting for [www.lacccwc.com](http://www.lacccwc.com) with link to [www.laocrc.org](http://www.laocrc.org), staff development for counselors at high schools, adult schools & community colleges, and meeting expenses.

**Regional Priorities Addressed:**

- 2. Strengthening career pathways and programs of study; and
- 3. Expanding opportunities for work-based learning.

**Strong Workforce Recommendations:** 1 2 3 10

**4) Across All Sectors**

**College Lead:** LA City College

\$1,192,856

**College Partners:** All 19 Colleges



**CTE Regional Internship & Jobs Academy**

This project would fund the hiring of Regional Work-Based Learning Coordinators (WBLC) with industry specific/sector knowledge who could focus on CTE clusters and provide students with monthly information sessions and opportunities to participate in region-wide internships, job placements, employer-led projects, campus-to-campus employer job fairs, etc. The WBLCs would be responsible for meeting milestones that are aligned with program goals around internships, jobs, and other non-classroom activities that acclimate students to the industry and workplace; and work directly with the DSNs to gather real-time information on jobs and internships. A regional CTE Internship Academy Job Board would be developed where students can upload job portfolios and resumes in response to job openings (including project-based types of jobs in Arts, Beauty, Media and Entertainment). The Job Board would be incorporated into the LAOCRC website and maintained by a dedicated person who would receive updates from the WBLCs.

**Regional Priorities Addressed:**

- 1. Maximizing sustained industry engagement;
- 2. Strengthening career pathways and programs of study; and
- 3. Expanding opportunities for work-based learning;

- 4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty;
  - 5. Addressing the needs of business and industry in identified priority and emerging sectors; and
  - 6. Supporting regional marketing, curriculum alignment, streamlined regional processes as well as regional labor market data collection and analysis for data-informed decision-making.
- Strong Workforce Recommendations:** 1 2 3 15 20

**5) Across All Sectors**

**College Lead:** Mt. SAC

\$265,000

**College Partners:** City, Cerritos, Citrus, Compton, El Camino, Glendale, Harbor, Long Beach, Mission, Mt. SAC, Pasadena, Pierce, Rio Hondo, LA Trade Tech and West



**CTE Readiness/Noncredit Boot Camps**

The LAOCRC Regional Plan outcomes can be strengthened with the development of contextualized short-term non-credit boot camps to better prepare students to enter college and be successful in credit CTE coursework. Examples of contextualized non-credit boot camps are Math for Health Careers, Vocational ESL, and preparation for college placement exams. The project seeks to include participation from regional noncredit faculty for the development of contextualized noncredit curriculum. There is also the potential to increase WIOA and Adult Education Block Grant outcomes by improving post-secondary transitions, employment and certifications.

**Regional Priorities Addressed:**

- 2. Strengthening career pathways and programs of study.
- Strong Workforce Recommendations:** 1 and 2

**6) Across All Sectors**

**College Lead:** Southwest

\$425,000

**College Partners:** Long Beach, Mission, Santa Monica, Southwest, LA Trade Tech, Valley & West



**Entrepreneurial Mindset Across Disciplines Project**

The goal of this project is for students, faculty and community business owners to develop an Entrepreneurial Mindset Across Disciplines in CTE fields, as well as STEM, that have the potential to yield business ownership, partnerships and corporate entities. There is a gap in contextualized, small business/entrepreneurship certificates and degrees, and a lack of experiential learning by doing. Students who desire business as a career and starting their own businesses need more opportunities for work-based learning. There is opportunity for each campus, across their disciplines to: embed and infuse small business/entrepreneurship curriculum into their programs/courses; create certificates and degrees with emphasis on small, business/entrepreneurship; and have work-based learning opportunities through small business/entrepreneurship. Examples of the need across disciplines is in career paths that lead to the nuts and bolts of operating a small business or becoming an entrepreneur:

- HEALTHCARE: a Home Health Aide opens a registry, matching professionals to meet the needs of patients,
- AUTOMOTIVE TECHNOLOGY: a mechanic opens their own repair shop,
- CHILD DEVELOPMENT: A Child Development Specialist starts a day care center operation
- AMINISTRATION OF JUSTICE: a graduate uses his/her foundational training to become a Private Investigator with a small business operation,
- CSIT: a student with stackable certificates in Support Services Technician starts his/her own business in troubleshooting computer issues for businesses.

**Regional Priorities Addressed:**

- 2. Strengthening career pathways and programs of study;
- 3. Expanding opportunities for work-based learning; and
- 5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations: 1 and 2****7) Across All Sectors/Sub-regional Pilot**

**College Lead:** Pasadena City College



\$1,300,000

**College Partners:** Pasadena, Citrus, El Camino, Glendale, Mt. SAC and Rio Hondo

**San Gabriel Valley Cooperative Work Experience Education Collaborative & WIOA Partnership for Job Placement and Retention**

A regionally-based project to align and consolidate CWEE/Internship efforts, strategies and partnerships between Pasadena City College, Glendale College, Citrus College and Rio Hondo College. (Mt. San Antonio College is an interested partner, but will be unfunded.) They are single college districts and members of the LA Ring College Consortium. Together they will leverage common advisory partners, resources and policies to insure streamlined, efficient and non-redundant placements and evaluations of CWE student activities. Outcomes include more rapid and greater completion rates in programs targeted by the colleges' local SWP investment plans in phase one with a continued, phased build-out across common curricula. Goals will include: Agreements among the four college districts on aligned BOT and administrative policies governing work experience that are compliant with California education code; common contracts; consistent risk-management policies; common student/employer evaluation and assessment instruments and processes; CWE curriculum alignment; consolidated operational strategies; shared professional development and student advisement resources. First phases will focus on the employer/employee needs of the Greater San Gabriel Valley where many advisory members report multiple requests from the same colleges for internship agreements and partnerships. Initial focus will be on vertical regional employment sectors common to all four colleges. Subsequent phases of the project can include additional members of the LA Ring College Consortium as appropriate.

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new Career Technical Education (CTE) faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations: 1 2 20**

**8) Across All Sectors/STEM**

**College Lead:** Rio Hondo,

\$472,632

**College Partners:** Rio Hondo, Cerritos, Citrus, Compton, East, El Camino, Harbor, Mission, Pasadena, Pierce, Santa Monica and LA Trade Tech



**Teacher Preparation Pipeline STEM/CTE Collaborative**

The Teacher Preparation Pipeline (TPP) – STEM/CTE Collaborative started in 2014-15 when 10 TPP campuses came together and created a statewide collaborative. This collaborative provides a model of contextualized teacher preparation that successfully recruits, trains and supports existing and future educators throughout the state of California, focusing on the areas of STEM and CTE. Its focus includes career exploration, contextualized learning opportunities, teacher recruitment and retention, and the development of a quality teacher preparation model of collaboration that is currently shared regionally, statewide and beyond. It will focus on two major activities: 1) enhancing professional development opportunities for CTE faculty to maintain industry and program relevance as part of the BOG Task Force Recommendations; and 2) developing partnerships with K-12 districts to develop shared initiatives for increasing dual-enrollment opportunities for high school students interested in careers with children, increasing teacher pipeline activities, and jointly promoting teaching as a career. This TPP Collaborative project covers the following key criteria and projected outcomes: Increasing Enrollment Potential (approx. 475 students enrolled in dual enrollment in Fall 2017); Developing Career Pathways (each participating college will work with 4-year university partners and K-12 districts to streamline career pathways that lead to teaching); Preparing Students (e.g. career exploration, counseling, field work); Preparing Job Seekers; Work-based Learning Opportunities; Broad Regional Focus (collaborative will convene all 19 colleges in the LA Region to work on projects with a regional focus); Job Placement Function; New Curriculum



Development; Addressing Gaps in Skill Development; Faculty Professional Development; and Additional Template Metrics.

**Regional Priorities Addressed:**

2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 13 15 16

**9) Advanced Manufacturing/Small Business Entrepreneurship/Retail**

**College Lead:** Cerritos College

\$969,000

**College Partners:** Cerritos, Compton, El Camino, Harbor, Mission, Pasadena, Rio Hondo and LA Trade-Tech



**LEAP Project**

Purpose of the project: The LEAP project seeks to identify, promote and encourage innovative partnerships between employers, K-12, community colleges and higher education institutions to help today's 'working learners' complete their education while working. The foundation of the consortium's project is to help the Advanced Manufacturing, Retail/Business and other selected industry sectors as determined by each campus, succeed by building educational/career pathways throughout these industries, and to prepare workers for placement and advancement in high skill and high demand occupations. Cerritos College has worked closely in collaborating with Viridis Learning to build a competency-based platform and, in so doing, connects students to meaningful pathways based upon local employer demand. Scope and parameters of the project is coordination across a college consortium to:

- 1) Increase number of student CTE courses (by: Creating/Enhancing relevant curriculum to meet workforce demands & creating stacked and latticed models from Certificate to AA/BA);
- 2) Increase percentage of student completions (as a result of building education/career pathways, increasing number of portable CTE & OER courses, and tracking student progress and retention);
- 3) Develop successful workforce outcomes (through increased internships & job placement percentage; improved sector-based engagement with employers within the region; and integration of the Viridis Learning platform for student tracking/placement); and
- 4) Collectively market CTE programs to K-12 and employers (by way of intervention programs in which K-12 students are engaged with college campuses for educational and academic skill building; school-college course articulation and curriculum development, school presentations and college/career days involving K-12 students, regional colleges, and industry partners; and website development/enhancements).

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study; and
3. Expanding opportunities for work-based learning.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

**10) Advanced Manufacturing**

**College Lead:** Glendale

\$230,000

**College Partners:** Glendale, Mission, LA Trade-Tech and West

**Uniquely Abled Academy**

Glendale Community College offered the 1st Uniquely Abled Academy in summer 2016; students who function at the high end of the Autism Spectrum Disorder were trained as CNC Operators in this highly successful pilot. This regional project would assist other colleges, interested in replicating this model at their own college in one of their CTE programs; the project works best in programs of study/training where specific tasks and focused attention to detailed repetitive processes, are required for the job skill sets. GCC will advise partner colleges about how to implement the UAA program. All students ended up having college costs funded by qualifying for agency services. New UAA programs need staff to implement and to follow-up with students and employers.



### 11) Advanced Manufacturing/Engineering

**College Lead:** Glendale

\$600,000

**College Partners:** Cerritos, Glendale, Mt. SAC, Pasadena, Glendale, and Mt. SAC

#### **Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study; and
3. Expanding opportunities for work-based learning.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

#### **Crosstown Engineering Design Manufacturing HUB**

This regional program is structured to provide systematic, broad-based Engineering Design Manufacturing pathways that emphasize the most prevalent design, fabrication and manufacturing technologies such as CAD, detail drawings and print reading, mechanical literacy, measurement and inspection, product and process development, cost analysis and project management, manual and CNC machining, 3D printing, sheet metal, welding rapid prototyping, casting molding and forming for metal and plastic, lighting techniques, machine technology in artistic design, developing cross town teams for competitions and/or projects, alignment of curriculum to address industry needs, etc. We will use our collective programs for work-based learning (paid internships), local and state maker fairs, design thinking all using of campus, Makerspace/FabLab/Innovation Center concepts.



#### **Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

### 12) Advanced Transportation

**College Lead:** LA Trade-Tech

\$620,000

**College Partners:** Compton, ELAC, Harbor, Long Beach, Pierce and LA Trade Tech



#### **Advanced Transportation Regional Workforce Collaborative**

The Transportation Workforce Institute (TWI) at LATTC aims to ensure a well-trained and diverse, transportation workforce. TWI's reach is national—constructing and disseminating model, sharable, curriculum and workforce development resources based on national industry standards and, certification. TWI's impact is regional—leading industry, education and workforce development and partners in creating programs and services that meet immediate and long-term employer needs, while connecting diverse communities and citizens through transportation projects and workforce, development efforts. Our work is shaped by three interconnected strategies: (1) contribute to a systemic approach to workforce development in the U.S. transportation industry (2) enable agile and interlinked responses to regional employer demands, and (3) revitalize communities and connect citizens through transportation initiatives and activities. LA Trade-Tech will coordinate the work related to the advanced transportation occupations (related to diesel, rail, automotive, etc.), and LA Harbor College will coordinate the work related to the warehousing and logistics occupations (related to jobs at the ports, trade and logistics) and will be the liaison between this project and the ProGTL project to ensure alignment and prevent duplication.

#### **Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 and 2

**13) Biotechnology**

**College Lead:** Pasadena

\$750,000

**College Partners:** Citrus, ELAC, Mission, Pasadena, Rio Hondo, LA Trade Tech and West



**BioScience Collaborative**

This was a collaboration of LA County Colleges electing to use CTE-Enhanced Funding for starting or augmenting a training program for biotech laboratory skills. Ideas were proposed and decisions were made on lab space, curriculum, career pathways and dual enrollment, advisory boards, marketing, alignment with new BS programs, internships, third-party credentials, employability milestones and industry alignment. Project Objectives: 1) Increase training capacity at all collaborating colleges; 2) Create work-based learning and dual enrollment opportunities that will allow high school students and basic skills learners to choose a career in biosciences knowledgeably; 3) Facilitate the development of programs with industry-aligned curriculum using the experience of and shared curriculum from consortium faculty; 4) Market the opportunity of the bioscience consortium programs; and 5) Align curriculum with Bio-manufacturing bachelor’s degrees (Solano, Mira Costa).

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

**14) Energy, Construction and Utilities**

**College Lead:** LA Trade-Tech

\$826,000

**College Partners:** Citrus, City, Compton, East, El Camino, Glendale, Long Beach, Mt SAC, Pasadena, Pierce, Rio Hondo, Santa Monica, Southwest, LA Trade-Tech, and West



**Energy Construction and utilities: The Los Angeles Regional Workforce Plan**

In order to best meet the needs of the Energy, Construction and Utilities sector, community colleges, industry and economic development partners in LA need to work together to develop a regional workforce plan. The project is Year One of a multi-year plan that will address the needs of the regional economy in this sector. The plan includes industry engagement, regional advisories, curriculum enrichment/enhancement, updated equipment, professional development, career awareness and pathway development, and new and incumbent worker training.

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

**15) Energy, Construction and Utilities**

**College Lead:** Mt. SAC

\$750,000

**The HVAC/R Collaborative**

The HVAC/R collaborative has been very successful in bringing together colleges across regions in efforts to align curriculum, foster articulation, and getting colleges accredited by third-party accreditation organizations that ensure all schools involved meet high standards. It is unique in the ability to bring schools together with a common goal of serving the industry. The collaborative should be fostered to continue to grow stronger in efforts to meet the new challenges of our industry such as ZNE (Zero Net Energy), which is looming on the horizon for the State of California. It could well be the group that defines the future workforce skills and outcomes that will be needed to meet this challenge. Focus will need to be placed on skills, such as energy auditing, commissioning, alternative energy comprehension and operation, IT

**College Partners:** Citrus, Compton, El Camino, Mt. SAC and LA Trade-Tech

fundamentals, new air conditioning designs and operations, energy-managing controls for residential and commercial applications, and alternative designs and concepts. While at the same time, a goal must be to continue to foster business relationships and intern opportunities for student completers.



**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

**16) Global Trade and Logistics**

**College Lead:** Southwest

\$808,842

**College Partners:** Compton, Glendale, Harbor, Long Beach, Mt. SAC, Pasadena, Santa Ana, Santa Monica, Southwest and West



**Global Trade and Logistics Regional Consortia and Digital Badging**

The consortium plans to have a greater impact this year. Planned projects include, GTL Curriculum Development & Articulation of sequenced curriculum of Industry-Themed Pathways. GTL Career EXPO to bring professionals, employers, ports, commerce, students, workforce groups, and colleges together for career and job opportunities for students. Regional Advisory of industry sector leaders, businesses and employers, education, workforce, and students who champion the cause and focus of work-based learning, internships, and jobs for our students (high school and college). Coffee House Industry Series of mini-workshops that rotate to each of our campuses every other month throughout the year as student information sessions with outreach to academies, linked learning schools and college international business, general business and entrepreneur majors. We will continue with the IBEA program & website for regional Global/International Business information programs. The LA County WIB Transportation and Logistics Intermediary Project will continue to convene businesses and educators to assess needs, training capacity and gaps, and make recommendations on training investments and program priorities. A new regional effort spearheaded by the GTL DSN on a Digital Badging project will codify student skill development and industry. Flexible Internship Training program (FIT)+ E-Portfolios will be developed for students/workers.

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

**17) Health Sciences/Healthcare**

**College Lead:** Rio Hondo/DSN,

\$1,410,000

**Health Sector Career Pathways Project: A Regional Career Pathway Approach**

This project is designed to provide a regionally coordinated career pathway approach to curriculum and program development in the health sector, a sector that has been identified by LAEDC and the LA Area Chamber of Commerce as one of top priority sectors for the region as it relates to demand. The specific programs selected were vetted by industry as high demand occupations with current and projected openings and will serve both students and job seekers. Additional jobs or occupations will be added based on health sector industry and employer input and industry engagement. The project addresses a range of workforce needs along the career pathway continuum, from career pathway exploration and preparation for entry-level positions to post-degree training for RNs to meet workforce shortages. The project will include

**College Partners:** Citrus, Compton, El Camino, Harbor, Long Beach, Mission, Rio Hondo, Pasadena, Pierce, Southwest, LA Trade-Tech and West



full program development, career pathway development (K- 16), curriculum development and alignment, work-based learning, employer engagement, outreach and recruitment, equipment and professional development. This includes finalizing innovations in core/foundation curriculum/certification; the alignment, enhancement and/or development of health occupations specifically in Respiratory Therapy and Radiologic Tech/Sonography (others can be added based on industry partner needs); and curriculum development for a number of Specialty RN jobs, programs that can be implemented in college, mid-level career training and post-licensure specialization courses

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

**18) Information Computer Technology**

**College Lead:** Rio Hondo

\$1,450,000

**College Partners:** Cerritos, Citrus, City, East, El Camino, Glendale, Harbor, Long Beach, Mission, Pasadena Rio Hondo, Santa Monica and West



**Regional NetLab Hub and Cybersecurity & Regional NetLabs Project**

This is an Orange County/Los Angeles County Regional project to create a regional NetLab Hub. To date the consortium members include Rio Hondo College, LA Mission, Cerritos, Pasadena, El Camino, West LA, Citrus, East LA, Los Angeles City, LA Harbor and Santa Monica. This regional consortium of community colleges will give Southern California students round-the-clock access to CTE training and virtual labs. The virtual lab system will be used for courses that prepare students for jobs in IT and Cybersecurity. A regional sharing model enables participating colleges to offer courses that support training for certifications from the industry's most recognized providers, such as Cisco, CompTIA and VMware. The ability to offer a multitude of classes without each campus investing in expensive lab equipment is a major benefit. This combination of software and hardware will enable faculty and students, from any internet accessible location, to utilize a virtual lab environment designed to provide employer demanded "hands-on" experience with a variety of computer operating systems, networking equipment, and application software. The group will work with Coastline to duplicate/expand programs to include cybersecurity within the LA region.

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

**19) Information Computer Technology/Coding**

**College Lead:** LA City College

\$750,000

**LA High Tech Bridge and Coding Boot Camp**

The Bridge to Coding training comprises a 12-week session where students are prepared with contextualized information to enter the Coding Boot Camp. Students will be exposed to important aspects of being a new employee, including: Workplace Success, Shining as a New Employee, Oral and Written Communication for the IT office environment, Workplace Behavior, Emotional Intelligence, Cultural Diversity, and Interviewing Skills. The 16-week Coding Boot Camp is designed to prepare programmers and coders to transition into job openings in the Information & Communication Technologies (ICT) industry. Training in the LA High Tech Bridge & Coding Boot Camp (HTB2C) includes an 8-week (2 days per week) paid

**College Partners:** Compton, East, Harbor, Long Beach, Mission, Pierce, Southwest, LA Trade-Tech, Valley and West



internship. Students completing the Bridge to Coding will learn how to: Communicate effectively in the workplace; Develop excellent internal and external customer services; Satisfy employer expectations; Understand personality assessment and goal setting; Understand workplace culture; Engage in teamwork and effective collaboration; and Build effective workplace habits, interviewing and networking skills. Students completing the Coding Boot Camp will learn how to: Develop web applications using a web full stack programming environment; Design, implement and test web applications; Design web user interfaces using HTML, CSS and JavaScript; and Use web services to transfer data and add interactive components to web pages.

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

**20) Information Computer Technology/Graphic Design**

**College Lead:** Santa Monica

\$320,000

**College Partners:** Glendale, Harbor, Mission, Pasadena, Rio Hondo, Santa Monica and West



**Graphic Design and UX 2 + 2 Pathways**

This project is to lead the consortium in aligning this pathway with industry standards. The colleges will develop, update and align curriculum in E-commerce, social media (Facebook Certification) and digital marketing. The project includes full program development, career pathway development and alignment, K-16 curriculum alignment and sequencing, work-based learning, employer engagement, outreach and recruitment, equipment and professional development. In addition, SMC is offering a high quality, affordable and in-demand bachelor's degree in Interaction Design that will cost students just over \$10,000. Only two private universities in California offer a bachelor's degree in Interaction Design (also referred to as User Experience Design). The program at these two universities costs around \$160,000. It is important to open the opportunity to partner colleges to train students for a career that pays well and will launch them into the middle class while meeting a dire need in the tech industry. SMC will collaborate with PCC, GCC and others, to develop programming that aligns with SMC's associate degree to prepare students to enter the SMC bachelor's degree program in junior standing (completions of 60 units) from their Graphic Design program or related.

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
3. Expanding opportunities for work-based learning;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

**21) Small Business/ Entrepreneurship**

**College Lead:** LA City

\$200,000

**Institute for Integrated Career & Academic Pathways (iCAPs) Professional Development Academy**

iCAPs is a professional development academy that engages two groups of stakeholders: educators and industry experts working in the field of Information & Communication Technologies (ICT). The purpose of iCAPs is to engage these stakeholders in discourse concerning the gap between the skills needed in the industry and the skills students learn during their academic programs, and to review current and relevant information to align career pathway training for ICT occupations in three main areas: 1) Information Support and Services;

**College Partners:** City, Compton, El Camino, ELAC, Mission, Santa Monica, Southwest, LA Trade-Tech and West



2) Software and Systems Development; and 3) Design, Visual and Media Arts. The new focus for this year was Entrepreneurship: *How to Effectively Build Your Business*.

**Regional Priorities Addressed:**

1. Maximizing sustained industry engagement;
2. Strengthening career pathways and programs of study;
4. Attending to the need for new CTE faculty recruitment and professional development and externships for current faculty; and
5. Addressing the needs of business and industry in identified priority and emerging sectors.

**Strong Workforce Recommendations:** 1 2 3 7 15 20

### Appendix D: Regional Economic Development and Workforce Collaboratives

Collaborative/ Initiative/ Organization	Members/Partners	Purpose
<p><b>L.A. Regional Workforce Collaborative</b></p>	<p>Los Angeles Area Chamber of Commerce, LAEDC, Southern California Leadership Council, California EDGE Coalition, Hospital Association of Southern California, LAOCRC, LACCD, Glendale College, Rio Hondo College, East L.A. College, Long Beach USD, LAUSD, L.A. County Board of Supervisors, LA County Dept. of Probation, LA County Dept. of Workforce Development, Aging and Community Services, L.A. City Mayor’s Office, City of L.A. Dept. of Economic and Workforce Development, L.A. County Workforce Development Board, Southeast L.A. Workforce Development Board, Anti-Recidivism Coalition, Building Skills Partnership, United Way, Southern California College Access.</p>	<p>Convene select group of diverse workforce development organizations and leaders from business, economic development, local and regional government, K-12 and higher education, labor, community based organizations serving highest priority populations with barriers to education and employment, workforce boards and philanthropy to adopt shared strategies, align efforts, leverage resources and expertise, develop a shared agenda, and coordinate implementation of regional priorities.</p>
<p><b>L.A. Community College-Workforce Development Board Collaborative</b></p>	<p>19 Community College Deans of Economic and Workforce Development, 2 SB1070 Directors, 7 WDB Executive Directors in L.A. County, 6 Deputy Sector Navigators and COE. EDD LMI and LAEDC support specific initiatives.</p>	<p>Workforce system alignment, coordination and collaboration between community colleges and WDBs, two of the largest workforce development systems in the region. Working Groups on Data, Policy and Training were created to address the 3 top-shared priorities. One effort was launched to adopt universal usage of a common naming protocol for industry sectors based on NAICs terms, the national standard. Another is to coordinate on a single investment in regional sector research and collaborate to ensure that LAEDC Jobs and Economy report is tailored to the needs and priorities of both systems. Quarterly meetings following LAOCRC meetings.</p>



Collaborative/ Initiative/ Organization	Members/Partners	Purpose
<b>Los Angeles Performance Partnership Pilot for Youth (LA P3)</b>	L.A. County Workforce Development Board, City of L.A. Workforce Development Board, L.A. County Board of Supervisors Deputies from 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> Districts, City of L.A. Office of the Mayor, Econ and Workforce Dev Dept., LA N'Sync, Annenberg Foundation, LAUSD, LA Community College District, 8 County Departments: CEO, Workforce Development, Public Social Services, Office of Education, Mental Health, Children and Family Services, Health Services, Probation, and CBOs such as Alliance for Children's Rights.	Implement federally granted pilot initiative to improve social well -being, education and employment outcomes for disconnected youth age 16-24. This includes increase of available services, intensive and comprehensive coordination of services and sustainability of services over short, medium and long term. Monthly Steering Committee Leadership and Quarterly Partners Meetings Bi-Weekly Work Group and Ad Hoc Committees.
<b>Back on Track BOT-LA</b>	California State Attorney General Office, LA County, City of LA, Foothill, Verdugo, Selaco and South Bay WDBs, LA County Dept. of Workforce Development, Aging and Community Services.	Regional coordination and alignment of efforts to support employment and training efforts, support and processes among the seven WDBs to increase employability and training for the re-entry population. We strive to change the reentry potential of the incarcerated population. We have made great gains from our collaboration in producing a model that is both innovative and effective. Our Town Hall meeting provides an opportunity for us and designated speakers to address our BOT-LA in-custody participants as a group. Monthly Meetings.
<b>L.A. Opportunity Youth Collaborative (OYC)</b>	Alliance for Children's Rights, Children's Law Center of California, LAUSD, DCFS, County Office of Child Protection, LA Chamber/Unite LA, iFoster, Children's Law Center of CA, First Place for Youth, Extraordinary Families, Coalition for Responsible Community Development, and approximately 40-50 CBOs serving foster and disconnected youth.	Advance collective goals of OYC, seek common ground between OYC's goals and strategies and priorities of own organization and other collaborative efforts as the governance body to achieve collective impact, build effective programs and pathways, use data to guide decisions and assess impact, develop supportive policies, and leverage funding to support and sustain innovation. Quarterly OYC meetings.

Collaborative/ Initiative/ Organization	Members/Partners	Purpose
<b>Regional Transportation and Warehousing Sector Education and Training Providers Collaborative</b>	LA Trade-Technical College and Los Angeles City College lead a regional effort with other higher education and training providers, including Community College Vice Presidents, deans, program/grant/ contract education directors, faculty and workforce development boards and practitioners.	Launched by the US Dept. of Transportation in coordination with other transportation and logistics workforce development initiatives in Southern California counties to identify areas of strength/capacity in existing training and education programs; plan programmatic enhancements and expansion; identify gaps to launch/implement a regional strategy and refine a regional strategy and action framework for education and workforce development; develop new and strengthen existing regional partnerships among training and education providers in the transportation and warehousing sector. Quarterly Meetings.
<b>Pomona Manufacturing Career Pathways Group</b>	LA County America’s Job Center, Mt. SAC, Mt. SAC Adult Education, Pomona Valley Chamber of Commerce, Pomona Unified School District, LAOCRC, Goodwill Southern California and various local manufacturing businesses and employers.	The main function will be to look at the training/employment needs of the employers in the region and ways to bridge the skills gap. LA County will assist us in looking at creating and paying for training opportunities to get the right people in open positions. Monthly meetings.
<b>LA Metro Transportation Workforce Investment Now! WIN Initiative</b>	Led by 3 divisions at Metro including Diversity and Inclusion, 7 WDBs, 19 Community Colleges, over 20 workforce development CBOs, L.A. County AJCCs and L.A. City WorkSource Centers.	The largest regional transportation organization convenes stakeholders and leaders to support and participate in regional initiative to coordinate efforts to prepare jobseekers from diverse communities and priority populations with barriers to employment for expected quality career opportunities in one of the highest growth industry sectors in the greater Southern California region.
<b>Creative Collaborative</b>	City of LA and County of LA WDBs, Screen Actors Guild, County of LA Arts Commission, California Fashion Association, Otis College, FIDM.	Launch in first Quarter 2017 to strategically coordinate preparing a pipeline of talent for career opportunities in the entertainment industry.
<b>SB 350/Regional HVAC Workforce Collaborative</b>	Alma Salazar, LA Chamber; Bruce Noble, Rio Hondo College; Rafael Carbajal; Rick Miranda, Cerritos College; Robert Sainz; Bernie Kotliar	Identify opportunities for regional collaboration that unify initiatives and funding streams to build a fully-qualified workforce to meet California’s energy efficiency mandates, with the goal of unlocking economic growth

Collaborative/ Initiative/ Organization	Members/Partners	Purpose
	<p>LMCC Energy; Jim Caldwell Don Langston, Airerite; Carlos Santamaria, CEES Advisors.com and EIEE Consulting; Tom Bowen, ABM; Bryan Merica, IDMLLO; Celina Shands, Full Capacity Marketing; Kecia Davison, ABM; Wayne Alldredge, VCA-Green; Cecilia, ELP Advisors; Cherry Li-Bugg, North OC Comm College District; Gerardo Ruvalcaba, LA City EWD, Libby Hall; Matt Eagan IDMLLO; Kish Rajan, Southern California Leadership Council.</p>	<p>through investment in high performance buildings. Monthly Meetings hosted at LAEDC by Southern California Leadership Council.</p>
<p><b>AB 86 Regional Adult Education Consortium</b></p>	<p>Burbank, Culver City, Los Angeles, Montebello School Districts, Community Colleges: LA, ELAC, Harbor, Pierce, Mission, Southwest, Trade Tech, LA Valley and West LA, Cerritos, Long Beach, El Camino College of Canyons, Antelope Valley.</p>	<p>Educational entities and partners to work collaboratively to build a more comprehensive, efficient and focused system of educational service delivery for adults to create a sustainable and innovative system that will be responsive to the future training needs in the region.</p>
<p><b>Slingshot Regional Initiative</b></p>	<p>L.A. City WIB, Foothill WDB, Verdugo WDB, SELACO WDB and South Bay WDB, El Camino College, Rio Hondo College, Glendale College.</p>	<p>\$1M funding from California WDB for a pilot regional training initiative to improve income mobility in high-growth sectors, improve regional collaboration and strengthen systems alignment. The WDBs selected a Healthcare Navigators project to develop a career pathway for mid-level positions in health care coordination/case management.</p>
<p><b>Rapid Response Regional Roundtable</b></p>	<p>Rapid Response Practitioners, representing Anaheim, Foothill, Imperial County, L.A. City &amp; County, Northern California Indian Development Council, Orange County, Pacific Gateway, Riverside County, San Bernardino City and County, Verdugo WDB, DOL and regional EDD representatives.</p>	<p>Share information and best practices in the implementation of Rapid Response funding and develop high quality solutions and services for businesses and workers addressing economic transitions. Regional coordination of assistance to laid off persons and to transition them to new careers.</p>

Collaborative/ Initiative/ Organization	Members/Partners	Purpose
<b>Volunteers of America-LA (VOALA) Training to Work Career Pathways Collaborative 1 and 2</b>	LAOCRC, Dept. of Rehab., L.A. County WDB, Community Career Development, Probation Dept., State Parole, Pathways to Home, Five Keys Charter School, LA Trade Tech and employment and training nonprofits.	Training for hardcore re-entry populations to get job-ready, and to promote well-being and connectedness as a way to remain productive members of society. Meetings every other month.
<b>L.A. Job Corps Community Relations Council</b>	LAOCRC, L.A. County, L.A. City and South Bay WDBs, community colleges including L.A. Southwest College and many community-based organization partners and some employers.	Job Corps is operated by the YWCA which offers a year-long residential and work-based learning program for youth ages 18-24 with mentoring, job readiness, occupational and on-the-job training leading to a certificate and placement in employment with career opportunities.
<b>Advanced Manufacturing Partnership for Southern California (AMP-SoCal)</b>	86 Partner Organizations from Business, Economic Development, Chambers of Commerce, Community College Districts, government, labor and higher education, including L.A. Pierce College.	AMP SoCal collaborates with organizations in both public and private sectors, across government, academia and industry, to strengthen the region's aerospace and defense manufacturing economy. Led by the Price School USC Center for Economic Development, it is focused on the southernmost 10 counties in California, a federally designated Investing in Manufacturing Community Partnership (IMCP) region. AMP SoCal's shared goal is to provide aerospace and defense manufacturers and their supply chain with the tools, talent, and capacity to master the future.
<b>Health Care Council</b>	Los Angeles Area Chamber of Commerce.	The council is a leader in providing the business perspective on key health care issues. The council supports reform efforts that promote shared responsibility for health care financing, expand access to coverage and quality care and create health professional workforce opportunities.
<b>Innovation and Technology (ITC) Collaborative</b>	Los Angeles Area Chamber of Commerce.	The Innovation & Technology Council identifies and engages with business clusters that have economic growth potential — including signature, emerging and innovative industry groups. The council aims to promote policies that will strengthen these industries, elevate their global reach, and drive job creation and regional economic prosperity.

Collaborative/ Initiative/ Organization	Members/Partners	Purpose
<p><b>E4 Mobility Alliance/Advanced Transportation Center of Southern California</b></p>	<p>Los Angeles County Economic Development Corporation (LAEDC).</p>	<p>LAEDC assists growth of the advanced transportation and cleantech industries through in-depth economic research and reports, public policy advocacy, on-the-ground business assistance, real estate solutions, export assistance, and marketing and promotion of the industry’s strengths. The LAEDC established the E4 Mobility Alliance, which convenes several hundred stakeholders around current action items for the benefit of our regional economy and those businesses and jobs in new transportation and cleantech. LAEDC is also a founding partner of the Advanced Transportation Center of Southern California, which is new and starting to serve a role as a resource for this industry.</p>
<p><b>Bioscience Collaborative</b></p>	<p>Los Angeles County Economic Development Corporation (LAEDC).</p>	<p>LAEDC is fostering success and growth of the biosciences industry cluster in L.A. County. The collaborative approach helps leverage and coordinate our many regional resources to develop the L.A. region’s potential as a premier bioscience capital. This will result in additional economic opportunity, job creation and future economic development of the region. Through its work on the L.A. County Biosciences Implementation Plan, as directed by the board of supervisors and county CDC, LAEDC has brought together a team of organizations to focus on building capacity in the industry, and growing business and job opportunities.</p>
<p><b>SoCal Aerospace Council</b></p>	<p>Los Angeles County Economic Development Corporation (LAEDC).</p>	<p>The council supports building the most competitive aerospace community in the world, to grow businesses and foster job creation. It combines a cluster of industry sectors including aerospace, defense, space and adjacent/enabling technology. Industry cluster development efforts include: 1) Business Development—facilitate growth and competitive advantage by understanding global markets, developing local capabilities, and leveraging our vast supply chain; 2) Technology Innovation—leverage global technology advancement with local technology innovation to grow ideas into new offerings that create technological superiority</p>

Collaborative/ Initiative/ Organization	Members/Partners	Purpose
		for our national defense and commercial applications; and 3) Policy Input—ensure the voice of our expansive local industry is heard and incorporated into specific policy recommendations that support the future vitality of our region.
<b>San Gabriel Valley Aerospace &amp; Advanced Manufacturing Sector Collaborative</b>	SCE, Northrop, Boeing, Vacco, Dow Hydraulics, Crown Precision. Education orgs: Azusa USD, Charter Oak USD, El Monte Rosemead Adult School, La Puente Valley ROP, PCC, Mt. SAC, ELAC, LACCD, USC, CSULA, CalPoly, La Verne, UCLA Extension, DSN.	Engage in meaningful conversations about workforce preparedness in the San Gabriel Valley. <i>Pending alignment with regional sector strategies.</i>
<b>San Gabriel Valley Healthcare Sector Collaborative</b>	Kaiser, City of Hope, Alta Med, Pomona Valley Hospital, Methodist Hospital, Hillcrest Retirement, Mt. SAC, DSN.	Engage in a meaningful conversation about workforce preparedness in the San Gabriel Valley. <i>Pending alignment with regional sector strategies.</i>
<b>LA Bioscience Collaborative</b>	CDC is the lead organization and host. Deputies from Supervisors Solis and Ridley-Thomas, L.A. County BOS, LAEDC, BioCom, UCLA, Cal Tech, USC, CSULA, LA County WDB, LA Bio Collaborative, leading entrepreneurs and biomed and biotech manufacturing companies.	Development and refinement of the L.A. County biosciences cluster. Bi-monthly meetings.
<b>Biosciences/Biotechnology Partnership Collaborative</b>	LA Valley College, City of LA, County of LA, Foothill, Selaco, South Bay, Verdugo WDBs, LA Chamber, BioCom, Grifols, SoCalBio.	Los Angeles Valley College leads a countywide workforce industry and sector strategy initiative that expands on a very successful federally funded pilot. Involvement and commitment of significant bioscience employers increases diverse workforce development partner involvement who are committed to coordination and partnership in employer engagement, priority setting and training investments.
<b>Southern California Biomedical Council (SoCalBio)</b>	LAOCRC.	SoCalBio is the trade association of the biomed, biotech, med tech, bio pharm and digital health industries in the Greater Los Angeles Region. It is a non-profit, member-

Collaborative/ Initiative/ Organization	Members/Partners	Purpose
		<p>supported trade association that serves the biotech, med tech, IVD and digital health six counties that comprise the Greater Los Angeles region (Los Angeles, Orange, Ventura, Santa Barbara, Riverside and San Bernardino). SoCalBio’s programs help local firms gain access to capital, potential partners and other business services. The council promotes technology transfer and workforce training, while informing policy makers and the public at-large about the benefits of the region’s bioscience industry. Monthly meetings.</p>
<p><b>L.A. Hi Tech Advisory Board</b></p>	<p>Beverly Hills USD, Culver City USD, LAUSD, Pasadena USD, Santa Monica/Malibu USD, L.A. City College, L.A. Mission College, L.A. Pierce College, L.A. Southwest College, L.A. Valley College, Pasadena City College, Santa Monica College, West L.A. College, CSU Dominguez Hills, L.A. County WDB, L.A. City WDB, ICT businesses.</p>	<p>Regional initiative led by community colleges with local K-12 school districts to develop and align curriculum at high school and community colleges to better link students to ICT career pathways and experiential learning opportunities to support their awareness, preparation and competitiveness for existing and future opportunities. Engage business partners to identify priority skills, occupations, certifications and degrees in existing and emerging occupations.</p>
<p><b>Uniquely Abled Glendale CNC/CMM Training Academy for the Manufacturing Industry</b></p>	<p>Glendale and LAVC Community Colleges, Verdugo WDB, Goodwill, LA County WDB, Regional Occupational Center, CA Dept. of Rehabilitation and multiple employers.</p>	<p>Provide CNC/CMM training to develop marketable skills of jobseekers for employment in the manufacturing marketplace. Curriculum is customized to the needs of people with low spectrum autism. First cohort (10 of 13) graduated in August 2016. Second cohort begins February 2017.</p>
<p><b>Prop. 47 Jobs and Services Task Force</b></p>	<p>L.A. County Board of Supervisors, L.A. County CEO, Director of Office of Diversion and Reentry, L.A. Area Chamber of Commerce, L.A. County Federation of Labor, California Endowment, L.A. Trade Tech, East L.A. College, Californians for Safety and Justice, Archbishop of LA, L.A. County Departments of Mental Health, Public Health, Probation, Workforce Development, and formerly incarcerated individuals.</p>	<p>The Safe Neighborhoods and Schools Act (Prop. 47), approved by voters in 2014, reduced some non-violent drug and property crimes from felonies to misdemeanors. Supervisors Solis and Ridley-Thomas established a task force to formulate a countywide plan for establishing public-private partnerships that provide eligible individuals with workforce development and employment opportunities and wraparound services. Several sub-committees were created to meet weekly.</p>

Collaborative/ Initiative/ Organization	Members/Partners	Purpose
<b>Los Angeles County Economic Development Corporation (LAEDC)</b>	Several hundred of the leading businesses and employers in all of the priority high-growth industry sectors. Annual Business Friendliest Cities Awards.	LAEDC works harness the power of the private sector to guide economic development, create more widely shared prosperity, increase economic opportunity, and raise standards of living for L.A. County residents. It supports policies and initiatives for a skilled workforce, hosts economic forecast events, launched the E4 Mobility Alliance and InnovateLA, and leads the Advanced Transportation Center, Bioscience, Council and SoCal Aerospace Council.
<b>Los Angeles Area Chamber of Commerce</b>	More than 1,650 employers including small, medium and large businesses and educational institutions representing 35 industry sectors all of the priority sectors.	Participate in the Education and Workforce Development Policy Council, which convenes local business leaders interested in partnering with educators to improve public education, expand higher education access and develop a 21st century workforce capable of competing in a global economy. The council is focused on boosting job recovery while preparing future generations of workers. The chamber hosts many workforce development and education policy meetings and events and is committed to national, state and local leadership in higher education and workforce development policy. It acts as the regional coordinator of 10,000 summer and year-round jobs and internships for area youth.
<b>Los Angeles Business Federation</b>	Almost 200 leading private businesses, employers and educational institutions representing all of the priority high growth industry sectors.	Co-Lead the Workforce Development Council for one of the most prominent business advocacy organizations in the L.A. region which has made an explicit commitment to support and host public events to raise the profile of community colleges and workforce development.
<b>San Gabriel Valley Economic Partnership</b>	175 Members: Business & Business Associations (66%), Government & Government Associations (19%), CBO's (12%), Educational Institutions (7%).	Participate in the largest business membership organization in the San Gabriel Valley, one of the largest, most diverse and populous regions in L.A. County and which provides labor market information, job training resources and assists in the creation and retention of jobs and convenes industry sector and education partners.



**Los Angeles Regional Planning Unit  
Regional Plan**

**Adult Education Block Grant (AEBG) Consortium**

There are thirteen AEBG consortia, representing 55 distinct education agencies, linked to the Los Angeles Basin Regional Planning Unit (RPU).

The consortia aligned to the region are:

1. Antelope Valley Regional Adult Education Consortium
2. Citrus College Adult Education Consortium
3. Glendale Community College District Regional Consortium
4. Long Beach Adult Education
5. Los Angeles Regional Adult Education Consortium
6. Mt. San Antonio Regional Consortium for Adult Education
7. Pasadena Area Consortium
8. Partnership for Adult Academic and Career Education (Southeast Los Angeles)
9. Rio Hondo Region Adult Education Consortium
10. Santa Monica Regional Consortium for Adult Education
11. Santa Clarita Valley Adult Education Consortium
12. South Bay Adult Education Consortium (El Camino)
13. Tri City Adult Education Consortium.

Due to space limitations, the individual plans for the 13 AEBG consortia serving the Los Angeles Regional Planning Unit (Los Angeles County) are not included in this document.

To view the AEBG AB 86 Plans, Consortium 3-Year Plans and Annual Plans, please visit:

<http://aebg.cccco.edu/Consortia>

**Los Angeles Regional Planning Unit  
Regional Plan**

**Attachment I.a.**

***Principal Resources for Economic Analysis:***

***Los Angeles: People, Industry and Jobs 2015 - 2020, May 2016,  
LAEDC Institute for Applied Economics***



# LOS ANGELES:

## PEOPLE, INDUSTRY AND JOBS

INSTITUTE FOR APPLIED ECONOMICS  
Los Angeles County Economic Development Corporation



# LOS ANGELES: PEOPLE, INDUSTRY AND JOBS

*2015-2020*



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May 2016

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This report was commissioned by the Los Angeles County and City of Los Angeles Workforce Development Boards.

The LAEDC Institute for Applied Economics specializes in objective and unbiased economic and policy research in order to foster informed decision-making and guide strategic planning. In addition to commissioned research and analysis, the Institute conducts foundational research to ensure LAEDC's many programs for economic development are on target. The Institute focuses on economic impact studies, regional industry and cluster analysis and issue studies, particularly in workforce development and labor market analysis.

Every reasonable effort has been made to ensure that the data contained herein reflect the most accurate and timely information possible and they are believed to be reliable. This report is provided solely for informational purposes and is not to be construed as providing advice, recommendations, endorsements, representations or warranties of any kind whatsoever.

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# EXECUTIVE SUMMARY

**W**orkforce Development Boards (WDBs) are components of a federally-funded system designed to connect job seekers with employer businesses in local communities in order to improve the prosperity of both residents and industry in those communities. The implementation of the new Workforce Innovation and Opportunity Act of 2014 (WIOA) requires WDBs to engage in a holistic and regionally cooperative approach to its programs such that workforce development is to be better aligned with economic development priorities.

These pages outline the characteristics of the people, industry and jobs in Los Angeles County and in the City of Los Angeles.

## Demographic Portrait

Social and economic characteristics of the residents of Los Angeles County provide context and insight into the strengths and challenges of the community. Based upon this information, trends and patterns are revealed and can be used to target outreach programs and other types of development efforts.

Population dynamics are important to resource allocation and future planning and development in an area. The size of a population, along with its growth and/or decline, will affect an area's standard of living, levels of consumption, environmental footprint, infrastructure needs, and more.

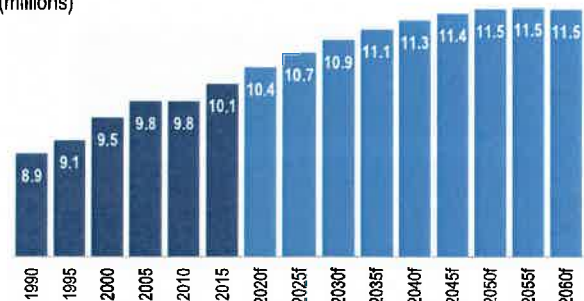
Since 1970, the population in Los Angeles County has increased by nearly 44 percent (Exhibit E-2), while the population in the City of Los Angeles has increased by 41 percent over the period, an average annual growth rate of 1.0 percent and 0.9 percent per year respectively (Exhibit E-3). From 1990 through 2013, the City of Los Angeles has added 471,500 residents, accounting for 37.0 percent of the 1.27 million additional residents added in Los Angeles County during that period.

**Exhibit E-1**  
Selected Demographic and Income Characteristics 2014

	California	LA County	City of LA
Population	38,802,500	10,006,705	3,928,827
Median age	36.0	35.8	35.0
Households	12,758,648	3,269,112	1,343,084
Average household size	2.98	3.04	2.86
Median household income	\$61,933	\$55,746	\$50,544
HH below poverty level	14.7%	16.9%	20.2%
Per capita income	\$30,441	\$28,373	\$29,195
Individuals below poverty	16.4%	18.7%	22.4%
Median home value	\$412,700	\$464,400	\$505,500

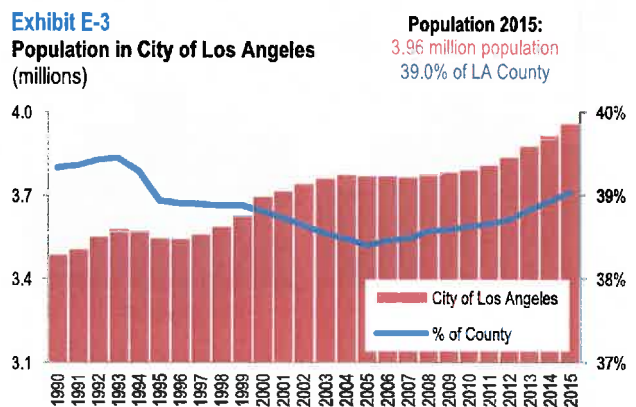
Source: 2014 ACS 1 year estimates

**Exhibit E-2**  
Population in Los Angeles County (millions)



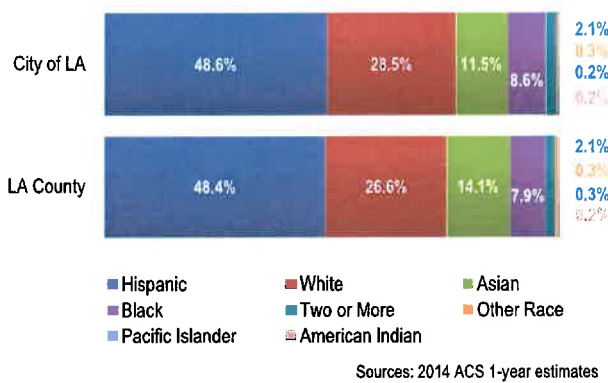
Source: California Department of Finance

**Exhibit E-3**  
Population in City of Los Angeles (millions)



Source: California Department of Finance

**Exhibit E-4**  
**Race and Ethnicity 2014**

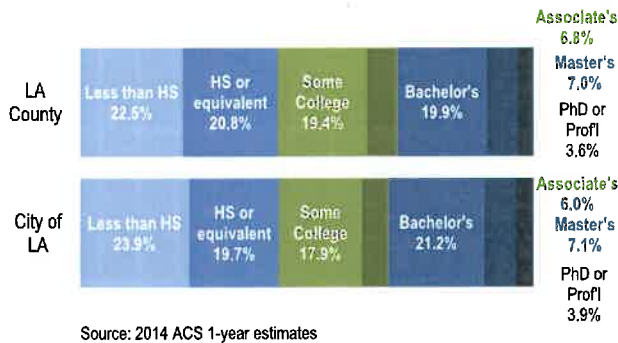


**Race and Ethnicity**

The City of Los Angeles and Los Angeles County as a whole are racially and ethnically diverse. Approximately half of the resident population in both geographies identify as having Hispanic or Latino origins (Exhibit E-4).

**Exhibit E-5**  
**Educational Attainment**  
*Population 25 years and over*

**Population 25+ years:**  
LA County: 6.8 million  
City of LA: 2.6 million



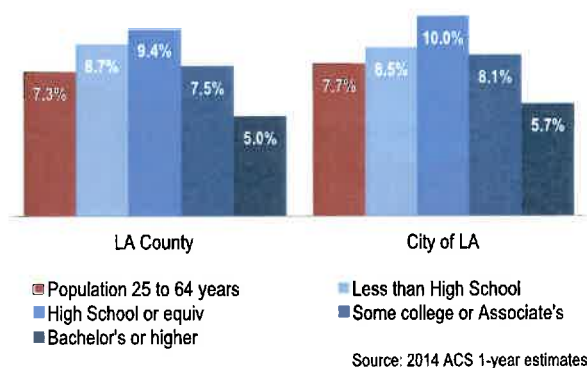
**Educational Attainment**

Educational attainment is a key element in understanding challenges and opportunities present in the available workforce. For an individual, it is a factor in unemployment, earnings potential and poverty status, while from a business perspective, educational attainment of the resident population represents the quality of their labor pool.

Areas with high rates of low educational attainment usually face challenges such as higher rates of unemployment and poverty and will therefore use higher levels of public services and resources.

The city and county both have a large proportion of their resident population with low levels of educational attainment (Exhibit E-5). Almost 25 percent of the population has less than a high school education and high school graduates (or equivalent) account for an additional 20 percent. As an increased number of jobs require higher skill levels, a shortage of individuals with higher levels of education can result in fewer prospects for their employment, and consequently higher rates of unemployment.

**Exhibit E-6**  
**Civilian Unemployment Rate by Educational Attainment 2014**



**Education and Unemployment**

The highest unemployment rates, in both the City of Los Angeles and Los Angeles County, exist for individuals with an educational attainment of high school or less (Exhibit E-6).

Residents with a Bachelor's degree or higher had an unemployment rate of 5.0 percent in the County (5.7 percent in the City) in 2014, significantly lower than the rate experienced by those at the opposite end of the spectrum—less than a high school education and high school diploma or equivalent reported unemployment rates of 8.7 percent (8.5 percent) and 9.4 percent (10.0 percent) respectively.

**Income and Poverty**

For many, earnings from employment represent the most significant portion of all income. Job-related earnings provide insight into the population’s standard of living. Identifying specific areas or populations that may need targeted services or programs may increase their efficacy.

Earnings differentials exist among employed individuals with varying levels of educational attainment. Those with the highest level of education—a graduate or professional degree—earn an annual wage premium of nearly \$53,000 over those with less than a high school education (Exhibit E-7).

Approximately 29 percent of working residents in Los Angeles County earn more than \$65,000 per year (Exhibit E-8). The majority of working residents in the County and in the City of Los Angeles earn between \$15,000 and \$65,000 annually. Residents who earned less than \$15,000 per year represented close to eight percent of the total. Working residents earning \$100,000 or more annually account for just less than 14 percent of all employed residents in both geographies.

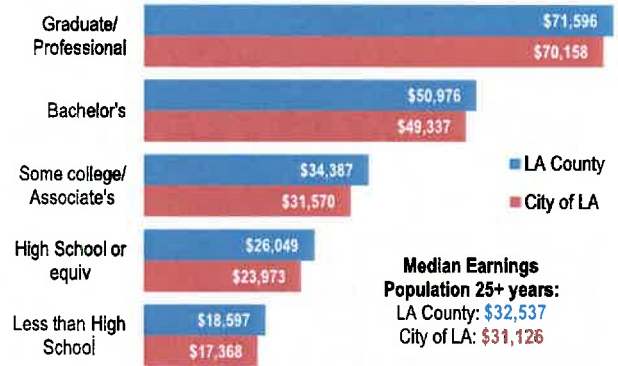
The combination of higher rates of unemployment and lower annual median earnings yield higher levels of poverty for those with lower levels of educational attainment.

Poverty is a relative measure of income inequality. Those who live below poverty level face additional challenges as they lack the resources necessary to maintain a certain quality of life; they do not have the same choices and options in regards to nutrition, health care, housing, education, safety, transportation and such.

Of the total families in Los Angeles County in 2014, nearly 15 percent have had their incomes fall below the poverty level in the 12 months prior (Exhibit E-9). In the City of Los Angeles that share increases to just over 18 percent.

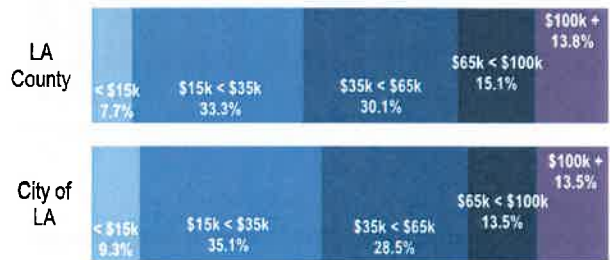
Of those families living below the poverty level, both in the city and countywide, single mothers with children under the age of 18 years head approximately 40 percent. Families headed by a married couple account for another 40 percent of all families living under the poverty level, the majority of whom have children under the age of 18 years.

**Exhibit E-7**  
Median Earnings and Educational Attainment 2014  
Population 25 years and older



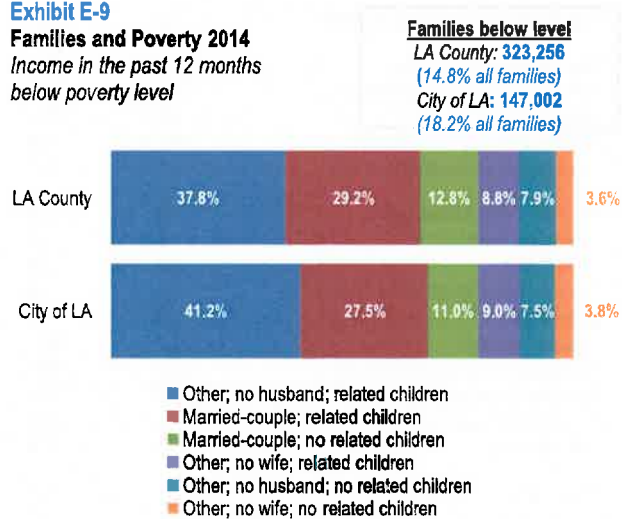
Source: 2014 ACS 1-yr estimates

**Exhibit E-8**  
Residents Annual Job Earnings 2014



Source: 2014 ACS 1-year estimates

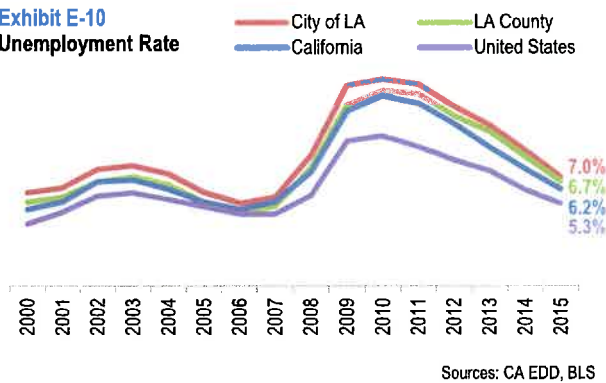
**Exhibit E-9**  
Families and Poverty 2014  
Income in the past 12 months below poverty level



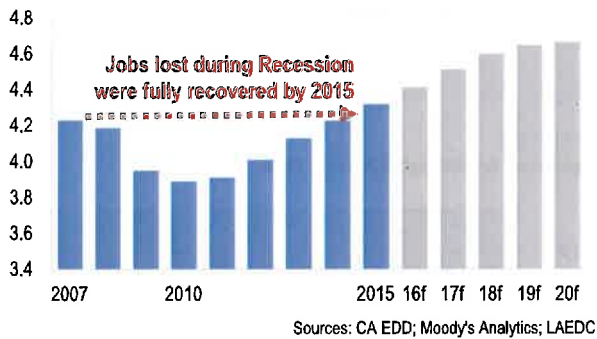
\* Children are under 18 years of age

Source: 2014 ACS 1-year estimates

**Exhibit E-10**  
Unemployment Rate



**Exhibit E-11**  
Nonfarm Employment in Los Angeles County  
(millions of jobs)



**Exhibit E-12**  
Industry Employment Growth 2015-2020 in Los Angeles County

	Annual Average % Growth	Δ Employment (000s)
<b>Total Nonfarm Payroll Employment</b>	<b>1.5</b>	<b>346.1</b>
<b>Good Producing Industries:</b>	<b>1.0</b>	<b>26.3</b>
Natural Resources and Mining	0.7	0.2
Construction	3.1	20.9
Manufacturing – Durable Goods	0.3	3.3
Manufacturing – Nondurable Goods	0.2	2.0
<b>Service Providing Industries</b>	<b>1.8</b>	<b>312.3</b>
Wholesale Trade	1.0	11.3
Retail Trade	0.4	9.4
Transportation, Warehousing, Utilities	0.5	4.2
Information	0.8	8.4
Financial Activities	1.7	18.5
Professional and Business Services	3.0	98.6
Educational and Health Services	2.5	99.8
Leisure and Hospitality	2.0	49.1
Other Services	1.6	12.9
<b>Government</b>	<b>0.3</b>	<b>7.5</b>

Sources: California Employment Development Department; LAEDC

## Employment, Industries and Jobs

Employment opportunities for residents of Los Angeles County will depend on the health of the regional economy.

Los Angeles County was hard hit during the recession, and has experienced a slow and anemic recovery. From an employment base of 4.2 million at the pre-recession peak in December 2007 to a post-recession trough of 3.9 million, the county saw a loss of more than 330,000 jobs, and an unemployment rate reaching a high of 12.5 percent (Exhibit E-10).

The City of Los Angeles fared somewhat worse, with an unemployment rate consistently at least 0.5 percentage points above the county rate, standing currently at 6.7 percent—both are above the state rate of 6.2 percent, which is also above the national rate, which stood at 5.3 percent in 2015.

Recovery of all jobs lost during the recession did not occur until 2015 (Exhibit E-11). Still, this does not take into account the job *growth* needed to accommodate labor force growth.

Most industry sectors will follow this general contour of post-recession recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry’s decline during the recession. Industries where employment fell steeply are expected to experience stronger than average growth as they recover from these deep losses.

The expected employment growth in individual sectors at the county level is shown in Exhibit E-12. While these growth rates are expected to apply at the city level as well, the projected job creation will differ given the different mix of industries in the two regions.

Between 2015 and 2020, the economy is expected to add 346,000 new jobs in nonfarm industries across Los Angeles County, and 123,000 new jobs in the City of Los Angeles.



### Industries to Target

Economic development priorities are organized around several priorities. Among these are encouraging job growth in industries that are most competitive and that will generate high-paying jobs that will propel economic growth and wealth creation for all residents.

Workforce development priorities are often in alignment with economic development goals and cognizant of the need to supply a workforce prepared for the jobs of the future, but are also motivated by the immediate need to match those most in need with viable employment opportunities. To fulfill this mission, a broader view of the job market is needed. Augmenting those industries which may drive economic growth and prosperity, population-serving industries will provide the largest number of jobs in terms of job creation, since although they may grow slowly they are large.

Our criteria for choosing target industries thus include (1) industry growth rate – those demonstrating high rates of growth are preferred to those growing slowly; (2) potential job creation – the numbers of jobs projected to be added is also an important metric; (3) industry competitiveness – in light of regional economic development goals, industries that are competitive against other regions are preferred; and (4) prevailing wages – higher wages benefit workers and are preferred to industries that pay lower wages.

Using these sometimes overlapping, sometimes competing goals, the following industries are identified as targets for specific economic and workforce development interventions (in order of relevant NAICS):

- ▶ Construction industries (NAICS 236, 237, 238)
- ▶ Selected manufacturing (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices—NAICS 313, 314, 315, 316, 325, 334, 336, 339)
- ▶ Trade and logistics (NAICS 42x, 48x, 49x)
- ▶ Entertainment and infotech (NAICS 511, 512, 515, 518, 519)
- ▶ Health services (NAICS 621, 622, 623)
- ▶ Leisure and hospitality (NAICS 721, 722)

### Occupational Analysis

The overall net growth of an occupation is a consequence of its contribution to industries that are growing and to industries that are declining. Additionally, workers within industries leave current positions, either through retirement or through promotion, or for other reasons, leaving positions open and in need of replacement.

The largest number of overall openings will occur in the largest occupational groups, such as office and administrative support occupations, food preparation and serving occupations, and healthcare occupations (practitioners, technicians and support) (Exhibit E-13 shows openings for Los Angeles County). Many of these occupations require lower levels of education and training, but approximately half of all occupational openings are middle-skilled occupations, requiring and educational attainment of more than a high school credential but less than a four-year college degree.

**Exhibit E-13**  
Occupational Growth in Los Angeles County 2015-2020

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	15,420	18,490	33,910
13-0000	Business and financial	15,720	18,210	33,930
15-0000	Computer and mathematical	10,050	8,540	18,580
17-0000	Architecture and engineering	4,700	7,320	12,020
19-0000	Life, physical, social science	2,180	3,250	5,430
21-0000	Community and social services	7,840	7,320	15,160
23-0000	Legal occupations	2,970	2,290	5,260
25-0000	Education, training and library	8,980	11,420	20,400
27-0000	Arts, entertainment, sports	5,440	10,280	15,720
29-0000	Healthcare practitioners	24,660	18,470	43,130
31-0000	Healthcare support	15,720	10,560	26,270
33-0000	Protective services	6,690	7,800	14,490
35-0000	Food preparation and serving	40,750	73,930	114,680
37-0000	Building/grounds maintenance	17,550	11,630	29,180
39-0000	Personal care and service	20,380	19,150	39,530
41-0000	Sales and related	17,990	63,010	81,000
43-0000	Office and administrative	52,360	63,410	115,770
45-0000	Farming, fishing and forestry	220	560	780
47-0000	Construction and extraction	14,440	8,190	22,620
49-0000	Installation, maint / repair	8,400	15,130	23,540
51-0000	Production	11,470	24,190	35,660
53-0000	Transportation/material moving	17,190	29,260	46,450
<b>Total*</b>		<b>321,100</b>	<b>432,400</b>	<b>750,500</b>

\* May not sum due to rounding  
Source: Estimates by LAEDC

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## 2 DEMOGRAPHIC PORTRAIT

**D**emographics play a key role in the growth and quality of the labor force and to a large extent determine the growth potential of the economy.

### 2.1 Overview

The population of Los Angeles County in 2014 was 10.0 million in 3.3 million households, accounting for more than 25 percent of the population of the State of California and making it the most populous county in the nation (Exhibit 2-1). The median age is 35.8 years.

Just over 39 percent of the county population lives in its largest city and the county seat, the City of Los Angeles, with a population of 3.9 million in 1.3 million households in 2014. The median age, at 35.0 years, is slightly lower than the County average.

Median household income in Los Angeles County, estimated to be \$55,746, is approximately ten percent lower than the state median. At \$28,373, per capita income in the county is seven percent below the state average. The City of Los Angeles has a median household income of \$50,544 and a per capita income of \$29,195.

Approximately 17 percent of households in Los Angeles County and 20 percent in the City of Los Angeles lived under the poverty level in 2014, compared to 15 percent of households across the state. ❖

**Exhibit 2-1**  
**Selected Demographic and Income Characteristics 2014**

	California	LA County	City of LA
Population	38,802,500	10,006,705	3,928,827
Median age	36.0	35.8	35.0
Households	12,758,648	3,269,112	1,343,084
Average household size	2.98	3.04	2.86
Median household income	\$61,933	\$55,746	\$50,544
HH below poverty level	14.7%	16.9%	20.2%
Per capita income	\$30,441	\$28,373	\$29,195
Individuals below poverty	16.4%	18.7%	22.4%

Source: 2014 ACS 1 year estimates

### 2.2 Population

Population dynamics are important to resource allocation and future planning and development in an area. The size of a population, along with its growth and/or decline, will affect an area’s standard of living, levels of consumption, environmental footprint, infrastructure needs and much more.

In January 2015, the population in Los Angeles County was 10.14 million, an increase of more than 300,000 from the population in 2010. The California Department of Finance forecasts that the county’s population will continue to increase, reaching 10.44 million by 2020 and 10.70 million by 2025 (Exhibit 2-2).

#### *Population Growth*

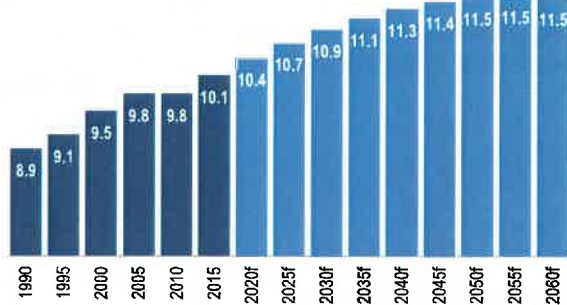
Population growth is determined by expected net migration and the birth and death rates of the current population. Knowing how a population is projected to grow can help to determine what an area will require in the future in terms of products and services, and the labor resources the region will provide to industry.

Since 1970, the population in the county has increased by nearly 44 percent, an average annual growth rate of 1.0 percent per year. In only four of the last 45 years has the population declined from one year to the next. Those years were 1972, 1995, 2006 and 2007 (Exhibit 2-3). The county’s current annual growth rate from last year is approximately 0.8 percent, a rate that is lower than the state rate of growth of 0.9 percent over last year.

The population in the City of Los Angeles has increased by 41 percent adding nearly 1.15 million residents since 1970, an average annual growth rate of 0.9 percent (Exhibit 2-4), with year-over-year positive growth since 2008. The city’s current annual growth rate is 1.1 percent over last year. From 1990 through 2015, the City of Los Angeles has added 471,500 residents, accounting for 37.0 percent of the 1.27 million additional residents added in Los Angeles County during that period.

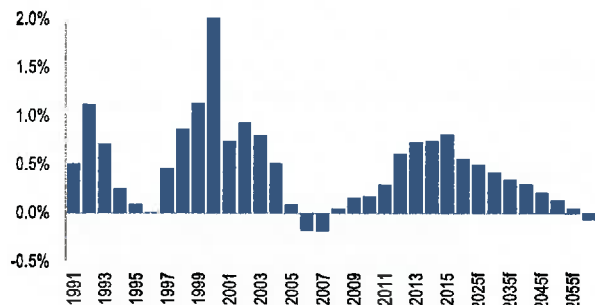
As of January 1, 2015, the City of Los Angeles had 3.96 million residents, 39.0 percent of the 10.14 million residents countywide.

**Exhibit 2-2**  
Population in Los Angeles County  
(millions)



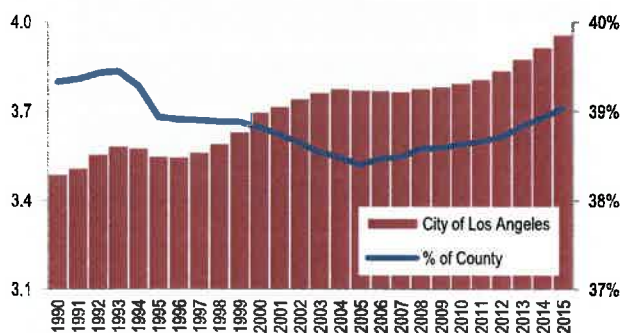
Source: California Department of Finance

**Exhibit 2-3**  
Population in Los Angeles County  
Annual Growth Rates



Source: California Department of Finance; LAEDC

**Exhibit 2-4**  
Population in City of Los Angeles  
(millions)



Source: California Department of Finance

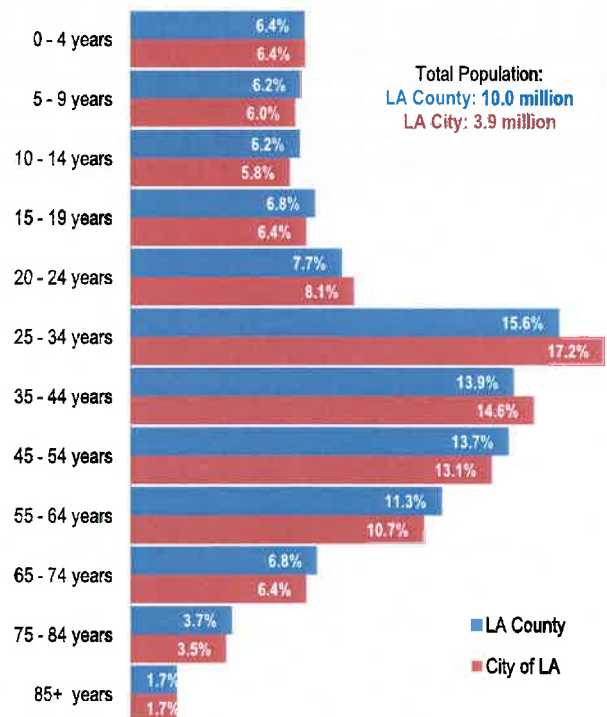
### Age Distribution

Age distribution is one way to determine whether the population within an area is expected to grow, excluding all other factors. A large number of children in an area indicate an expected increase in population, while small numbers signify an expected decline. It is also one way of determining whether the population of an area is aging, which will affect the future needs of the area in terms of replacement workforce and provision of services.

In both City of Los Angeles and Los Angeles County overall, about 70 percent of the resident population is of working age (between 15 and 65 years of age). Seniors (those over 64 years of age) account for approximately 12 percent of the population (Exhibit 2-5).

The population in the City of Los Angeles and Los Angeles County as a whole is expected to age somewhat as the share of residents aged 65 years and older increases to 13.0 percent in the city and 13.8 percent countywide by 2020. This has implications for the ability of the workforce to fill local jobs, especially those jobs requiring a higher level of manual labor.

**Exhibit 2-5**  
Age Distribution of Population 2014



Source: 2014 ACS 1-year estimates

### Veteran Population

Demographic characteristics for veterans differ by sex and by age. For example, female veterans tend to be younger, while male veterans tend to be older.

Exhibit 2-6 shows the veteran population ages 18 years and older as a share of the population of the same age in Los Angeles County and the City of Los Angeles in 2014.

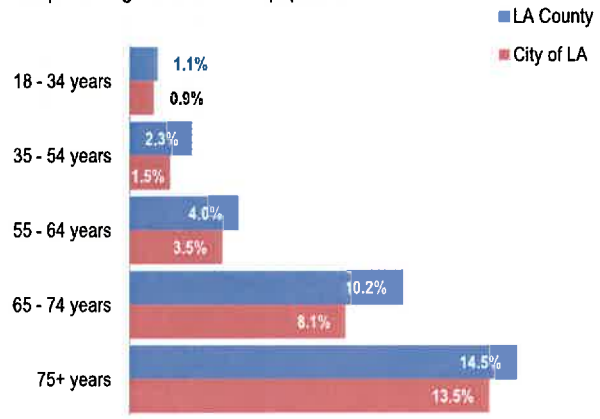
There are 88,930 veterans living in the City of Los Angeles, and an additional 199,660 veterans reside in other parts of Los Angeles County, contributing to a total of 288,590 veterans living countywide.

Overall, the share of the population who are veterans has been declining in younger age groups. Of the population aged 75 years and older, 14.5 percent are veterans (13.5 percent in the City), whereas of the population aged 18 to 34 years, only 1.1 percent (0.9 percent) are veterans. These shares will grow, however, as combat troops return from the Middle East.

Exhibit 2-7 shows the gender distribution for the veteran population ages 18 years and older by age group in Los Angeles County and the City of Los Angeles in 2014.

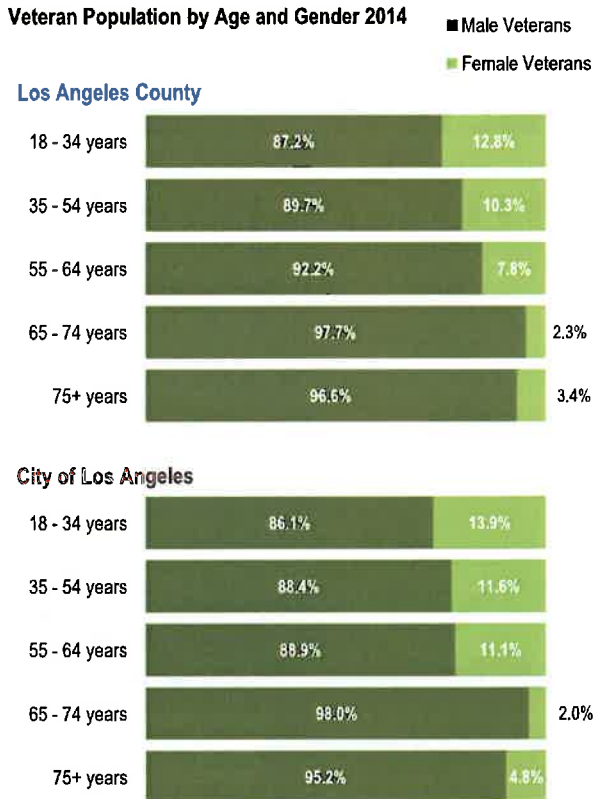
Of all veterans living in Los Angeles County, 94 percent are male. The share of male veterans is similar within the boundaries of the City of Los Angeles with 93 percent. The share of male veterans significantly exceeds those of female veterans across all age groups. However, younger age groups have a larger share of female veterans compared to older age groups as female participation in the armed forces has increased over time. ❖

**Exhibit 2-6**  
**Veteran Population by Age Group 2014**  
 As a percentage of total cohort population



Source: 2014 ACS 1-year estimates

**Exhibit 2-7**  
**Veteran Population by Age and Gender 2014**



Source: 2014 ACS 1-year estimates



### 2.3 Race, Ethnicity and Language Capability

Ethnicity and race are two distinct classifications. There are several characteristics that may be more likely to be common to a population within the same race and ethnicity, including language, educational attainment, unemployment, size of household, and other cultural, economic and social characteristics. As such, we identify both classifications for the resident population of Los Angeles County.

*Race* is a social definition used in the U.S. as a means of self identification. This social construct of race does not incorporate biology, anthropology or genetics into its definition. There are seven racial categories used by the Census: White, Black or African-American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, Two or More Races, and Some Other Race.

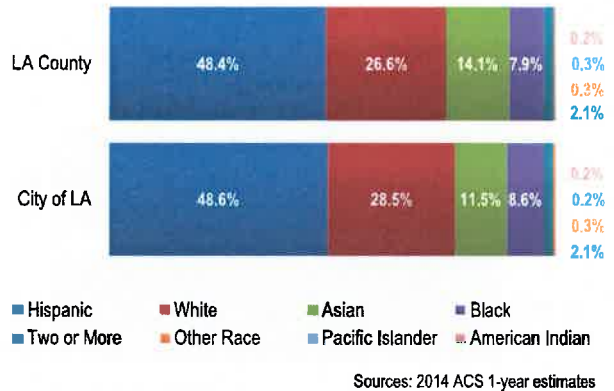
*Ethnicity* is a shared cultural identity related to origin and considers such things as heritage, lineage, nationality, and ancestral country of birth. Individuals who identify as being of Hispanic origin can self identify as any race.

Here we incorporate both race and ethnicity together into a single chart by grouping all individuals indicating they are of Hispanic or Latino origin, regardless of their racial identification, and include that together with the racial composition of individuals that do not identify as of Hispanic or Latino origin.

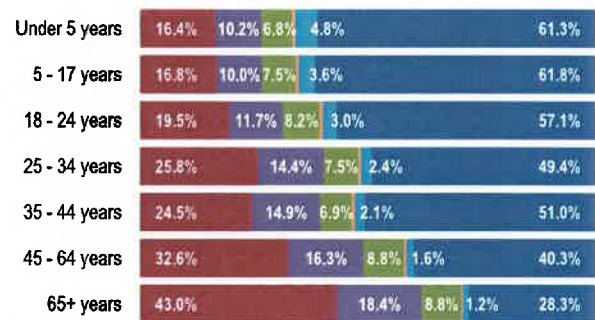
The population in Los Angeles County in 2014 is both ethnically and racially diverse. The share of the residents who reported to be of Hispanic origin is 48.4 percent, compared to 38.6 percent at the state level, while 27.0 percent reported to be white (Exhibit 2-8). In the City of Los Angeles, 48.6 percent of residents who reported to be of Hispanic origin and 28.5 percent reported to be white.

Exhibit 2-9 displays the race and ethnicity distribution within each age group in 2014 in Los Angeles County and the City of Los Angeles. These are quite similar, with the proportion of residents identifying as of Hispanic or Latino background increasing in younger cohorts.

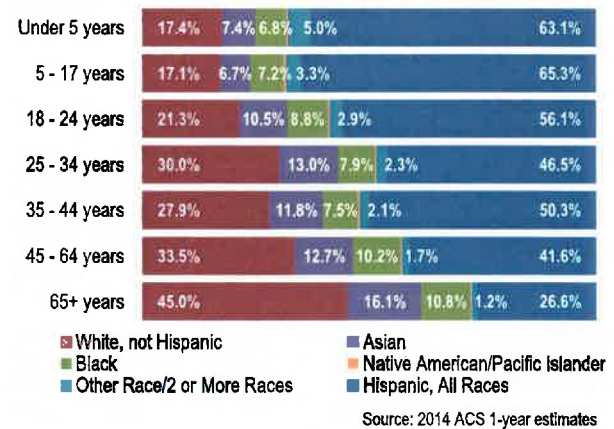
**Exhibit 2-8**  
Race and Ethnicity 2014



**Exhibit 2-9**  
Age Distribution by Race/ Ethnicity  
Los Angeles County 2014

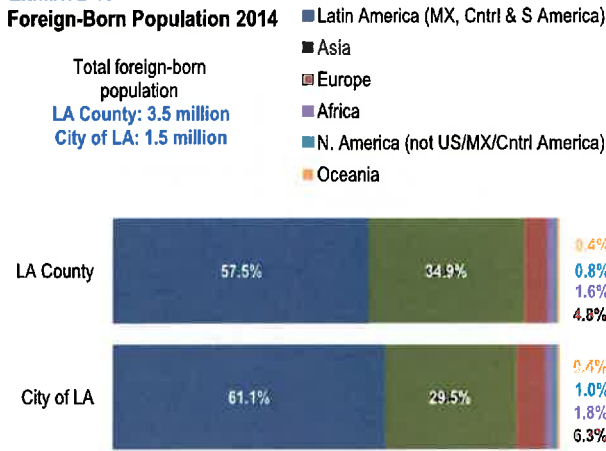


**City of Los Angeles 2014**



**Exhibit 2-10**

**Foreign-Born Population 2014**



Source: 2014 ACS 1-year estimates

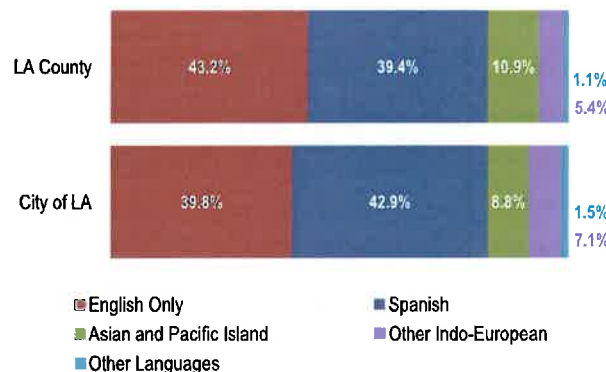
**Foreign Born Population**

Los Angeles County is home to just over 3.5 million immigrants from around the world, and hosts the largest communities of expatriates of several nations; the City of Los Angeles alone accounts for 43 percent of the foreign-born population in the County with nearly 1.5 million foreign-born residents.

More than half of the foreign-born population originates from Latin America, which includes Mexico, Central America (including El Salvador, Guatemala, Honduras, Nicaragua, Belize, Costa Rica, Panama, and the Dominican Republic) and all of South America (Exhibit 2-10). Approximately one third of the foreign-born population comes from eastern and southeastern Asia (including the countries of China, Korea, Japan, Philippines, Vietnam and Cambodia). The remaining foreign-born population, almost 10 percent, comes from the rest of the world, including Africa, Europe and Canada.

**Exhibit 2-11**

**Languages Spoken at Home 2014**



Source: 2014 ACS 1-year estimates

**Language Ability**

Language ability is an important aspect of employment and economic participation.

Over half of the population in Los Angeles County (or 57 percent) and the City of Los Angeles (or 60 percent) speaks a language other than English at home, with Spanish being the most common language, spoken by 40 percent and 43 percent of the population in the county and city respectively (Exhibit 2-12). Just 43 percent of residents speak only English at home in Los Angeles County, while that share is only 40 in the City of Los Angeles.

**Exhibit 2-12**

**Languages Other than English Spoken at Home 2014**

Language Spoken at Home	LA County		City of LA	
	Total Population (000)	Speak English Less Than Well	Total Population (000)	Speak English Less Than Well
Spanish	3,653.9	28.4%	1,540.8	32.2%
Other Indo-European	499.7	17.9%	248.9	17.1%
Asian and Pacific	1,001.5	26.6%	308.7	26.2%
All other non-English	100.4	10.5%	52.6	8.9%
<b>LA County Total</b>	<b>5,255.6</b>	<b>26.7%</b>	<b>2,151.0</b>	<b>29.0%</b>

Sources: ESRI; LAEDC

English-speaking capability is highly-variable among different nationalities. Exhibit 2-12 shows the population of both Los Angeles County and the City of Los Angeles in homes where languages other than English are spoken, along with the share of those residents who speak English less than well.

Of the 5.3 million residents of Los Angeles County that speak languages other than English at home, approximately 27 percent speak English less than well, while 29 percent of the 2.2 million residents in the City who speak languages other than English speak English less than well. This implies that of all Los Angeles County residents, a little over 15 percent speak English less than well—slightly lower than the 18 percent share in the City. ❖

## 2.4 Educational Attainment and Economic Opportunity

Educational attainment is the highest level of education that an individual has achieved. Knowing the educational attainment of the population within a specific area can provide insight into a variety of factors about the area. Areas with high rates of low educational attainment usually face challenges such as higher rates of unemployment and poverty and will therefore use higher levels of public services and resources.

Additionally, areas with high levels of educational attainment may be sought out by businesses during their site selection process if they require highly educated and high skilled workers. Understanding the gap between workforce needs and resident capabilities can provide insight into the need for training programs and workforce development initiatives.

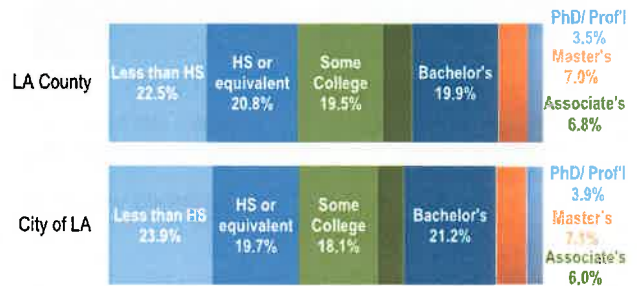
The population of residents aged 25 years and older in Los Angeles County numbered 6.8 million in 2014, and 2.6 million in the City of Los Angeles. Almost 25 percent of county residents in this age group have not earned a high school diploma (or equivalent) while 20 percent have graduated high school but have no other education (Exhibit 2-13). Approximately 30 percent of county residents have a bachelor's degree or higher. The distribution of educational attainment in the City of Los Angeles is quite similar.

The distribution of educational attainment across various age groups also provides valuable information about composition of each level of educational attainment in regard to age in Los Angeles County and the City of Los Angeles. Exhibit 2-14 shows the distribution of educational attainment levels for the residents ages 18 and over of both geographies broken out into five age groups.

The cohort of residents aged 18 to 24 years are still highly involved in the educational system, with 45.3 percent of county residents in this age group having attained some college education. Completion of a Bachelor's degree program was attained by 25.4 percent of those aged 25 to 34 years, while older age groups show lower levels of educational attainment. This implies that the resident population is attaining higher levels of education than in the past.

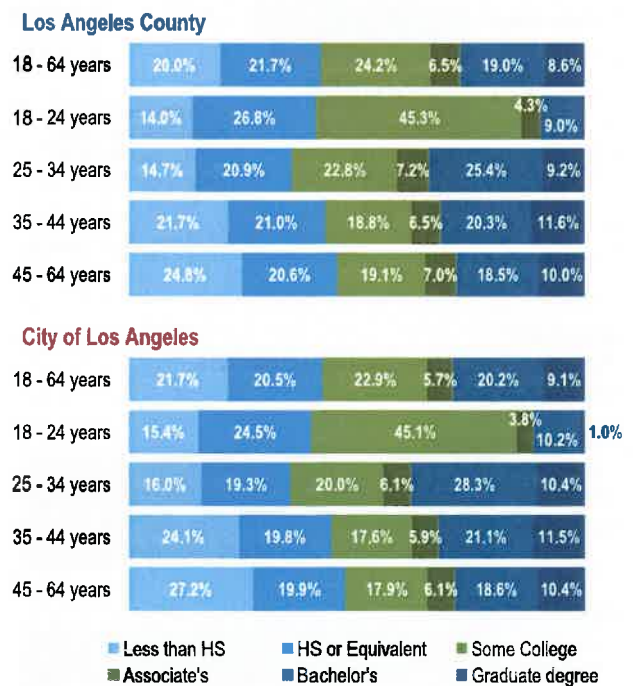
**Exhibit 2-13**  
Educational Attainment  
Population 25 years and over

Population 25+ years:  
LA County: 6.8 million  
City of LA: 2.6 million



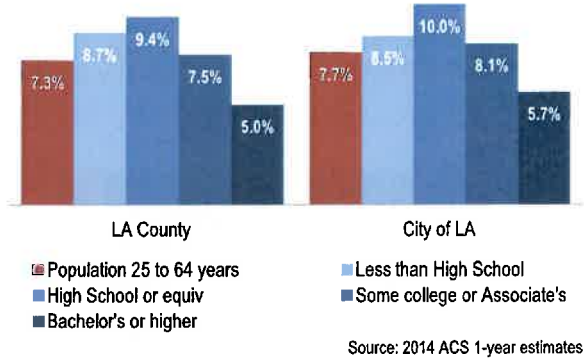
Source: 2014 ACS 1-year estimates

**Exhibit 2-14**  
Educational Attainment by Age Group 2014



Source: 2014 ACS 1-year estimates

**Exhibit 2-15**  
**Civilian Unemployment Rate**  
**by Educational Attainment 2014**



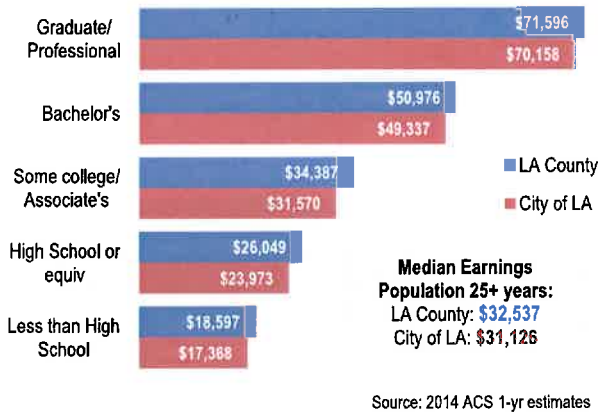
Unemployment is highly correlated with educational attainment.

Overall, the unemployment rate for individuals aged 25 to 64 years was 7.3 percent in the county (7.7 in the city) in 2014. However, rates of those with low levels of educational attainment are higher (Exhibit 1-15). Residents with a Bachelor's degree or higher had an unemployment rate of 5.0 percent in the County (5.7 percent in the City) in 2014, roughly half the rate experienced by those at the opposite end of the spectrum—less than a high school education and high school diploma or equivalent reported unemployment rates of 8.7 percent (8.5 percent) and 9.4 percent (10.0 percent) respectively.

Higher levels of educational attainment are also highly correlated with higher earnings.

Workers with a graduate or professional degree earn an annual wage premium of almost \$53,000 over those with less than a high school education (Exhibit 2-16).

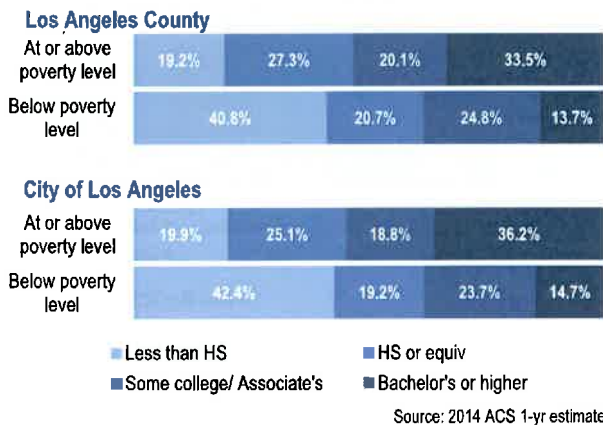
**Exhibit 2-16**  
**Median Earnings and Educational Attainment 2014**  
*Population 25 years and older*



The combination of higher rates of unemployment and lower annual median earnings yield higher levels of poverty for those with lower levels of educational attainment (Exhibit 2-17).

Of residents of Los County aged 25 years and older whose income fell below the poverty level in the previous twelve months, 40.8 percent had less than a high school education. Another 20.7 percent were those with just a high school diploma or equivalent. Together, residents with a high school diploma or less accounted for 61.5 percent of those whose income fell below the poverty threshold the prior year.

**Exhibit 2-17**  
**Poverty Level by Educational Attainment 2014**  
*Population 25 years and older*



On the flip side, of those whose income was above the poverty line, approximately one third had a high school diploma or less.

The distribution of educational attainment of those in poverty is similar in the City of Los Angeles that that in the County. ❖

## 2.5 Households and Housing

There were 3.3 million households in Los Angeles County in 2014, with an average household size of 3.0 people per household. By 2020, the county is projected to add over 119,100 additional households. The City of Los Angeles boasted 1.3 million households in 2014, with an average household size of 2.9 people per household. By 2020, the city is projected to add close to 47,200 additional households.

The size of households can be an indicator of the standard of living within an area. Often, lower income areas will have a higher share of large sized households as people reside together to share fixed household expenses such as rent.

One- and two-person households account for 53 percent of all households in the county and 58 percent in the city (Exhibit 2-18). However, the region also has a significant number of larger sized households: 15 percent of all households in the county and 13 percent of households in the city have five or more people.

### Housing

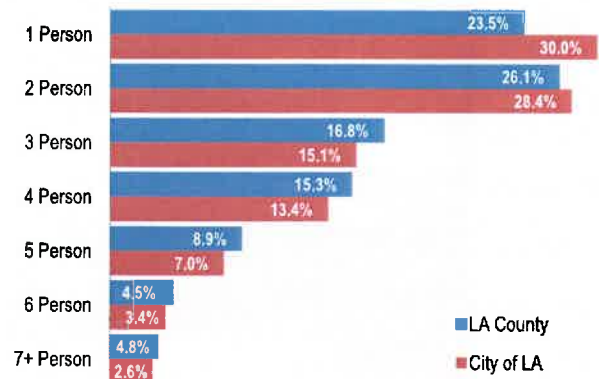
Housing represents the largest component of a household's budget, and, if owned, is usually the family's most valuable asset.

The tenure and occupancy status of homes, along with their values, provides information on their affordability. Often, higher levels of homeownership lead to neighborhood stability, since there is lower turnover of residents.

In 2014, there were 3.5 million housing units in Los Angeles County, 41 percent of which (1.4 million units) were located in the City of Los Angeles. The occupancy status and tenure of all housing units are shown in Exhibit 2-19.

Over half of the housing stock in the county is rental property. There is a lower rate of home ownership in the City of Los Angeles compared to the County as a whole, with only a third of all housing units owner-occupied in the city, compared to 43 percent across all of Los Angeles County. The remaining vacant units account for approximately six percent of all housing units in both the city and countywide.

**Exhibit 2-18**  
Households by Size 2014



Source: 2014 ACS 1-year estimates

**Exhibit 2-19**  
Housing Units Occupancy and Tenure 2014

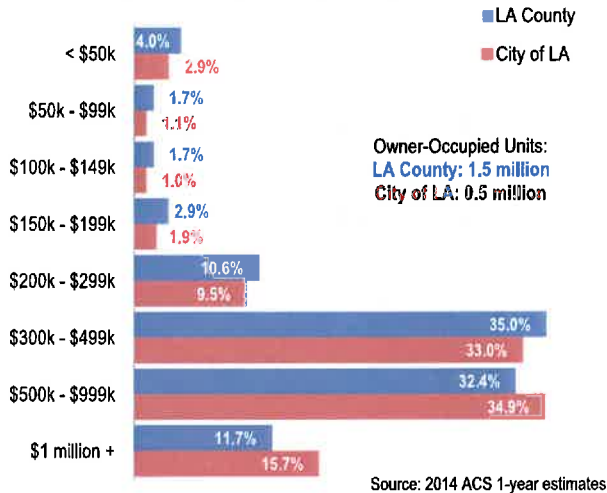


**Total Units:**  
LA County: 3.5 million  
City of LA: 1.4 million

Source: 2014 ACS 1-year estimates

Median home values are used to compare the price of real estate across different areas and over periods of time. The median is deemed a reliable estimate as it is not affected by the presence of extremely high or low valued transactions, and is therefore used to compare real estate prices across different areas. The median home value in Los Angeles County was \$464,400 in 2014, which was lower than the \$505,500 median in the City of Los Angeles, yet higher than the statewide median of \$412,700.

**Exhibit 2-20**  
**Owner-Occupied Housing Units by Value 2014**

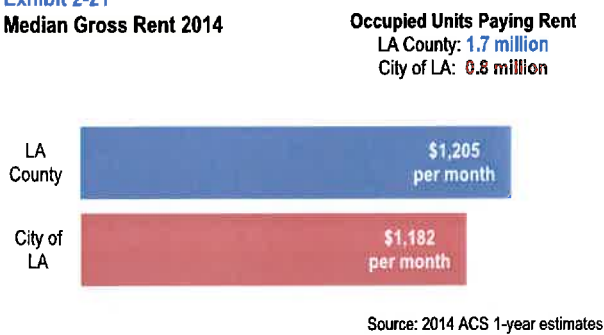


**Owner-Occupied Units**

Approximately 43 percent of the housing stock in Los Angeles County and 34 percent of housing stock in the City of Los Angeles are owner-occupied. The value of these homes varies from less than \$50,000 to millions of dollars (Exhibit 2-20).

One third of the owner-occupied housing stock, or 35 percent and 33 percent in the county and city respectively, falls within the price range of \$300,000 to \$499,000, with close to another third, 32 percent in the county and 35 percent in the city, valued between \$500,000 and \$999,000. An additional 12 percent of units in the county are valued at \$1 million and above, while the share of high valued units in the city is even higher with 16 percent. Housing units valued below \$200,000 account for ten percent of total housing stock in Los Angeles County, and only seven percent in the City of Los Angeles.

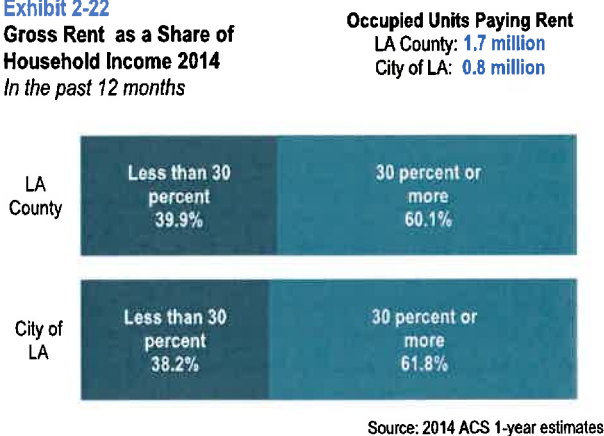
**Exhibit 2-21**  
**Median Gross Rent 2014**



**Renter-Occupied Units**

More than half (51 percent) of the housing stock in Los Angeles County and 60 percent of housing stock in the City of Los Angeles are occupied by renters (Exhibit 2-20). Exhibit 2-21 displays the median gross rent of occupied housing units paying rent in Los Angeles County and the City of Los Angeles in 2014.

**Exhibit 2-22**  
**Gross Rent as a Share of Household Income 2014**  
*In the past 12 months*



As shown in the following section, money spent on housing is typically the largest expenditure made in a household budget, on average comprising more than one-third of household expenditures. A common guideline is that housing account for only about 30 percent of the total household budget to assure affordability, leaving the remaining 70 percent available for other personal and household expenses.

Residents in the county and city appear to have a difficult time adhering to this guideline. In both the city and the county, only about 40 percent of occupied units paying rent in 2014 paid rent that equaled less than 30 percent of their income, while approximately 60 percent paid a higher percentage of household income on rent (Exhibit 2-22).

This can be interpreted as a high cost of living relative to other areas, or, alternatively, as a large portion of the resident population with lower annual earnings. ❖

## 2.6 Income and Poverty

For many, earnings from employment represent the most significant portion of all income. Job-related earnings provide insight into the population’s standard of living. This is an indicator of the earning potential of the residents, as differentiated from household income which aggregates the overall income (including non-job-related incomes) for all members of the household. It can help identify areas that may need targeted services or programs.

Detailed (individual) information for job-related earnings is not available in order to protect confidentiality; however, aggregated data is available. Exhibit 2-23 shows the job-related earnings for working residents in Los Angeles County and in the City of Los Angeles for 2014. Note that these are earnings from jobs regardless of where the jobs are located.

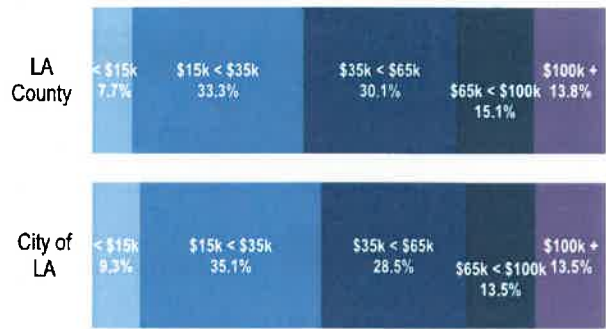
Approximately 29 percent of working residents in Los Angeles County earn more than \$65,000 per year. The majority of working residents earn between \$15,000 and \$65,000 annually. Residents earning between \$15,000 and \$35,000 and between \$35,000 and \$65,000 account for 33 percent and 30 percent respectively. Residents who earned less than \$15,000 per year represented close to eight percent of the total.

In the City of Los Angeles, exactly 27 percent of working residents earn more than \$65,000 per year and residents who earned less than \$15,000 per year represented a little over nine percent of the total. As at the county level, the majority of working residents of the city earn between \$15,000 and \$65,000 annually. Working residents earning \$100,000 or more annually account for just less than 14 percent of all employed residents in both geographies.

Per capita income is the aggregation of all sources of income within an area (including job earnings, transfer payments and other sources of income) divided by the total population, resulting in the average income per person.

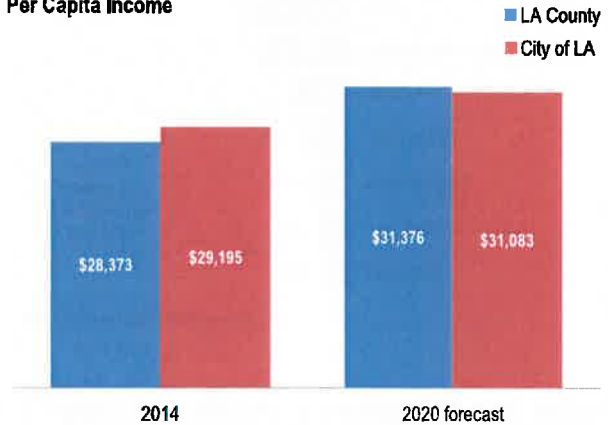
Per capita income in the City of Los Angeles is estimated at \$29,195 in 2014, while countywide it is slightly lower at \$28,373 (Exhibit 2-24). The projected change from 2014 to 2020 is expected be 6.5 percent in the city and 10.6 percent in the county, raising nominal per capita income to \$31,083 and \$31,376 respectively by 2020.

**Exhibit 2-23**  
Residents Annual Job Earnings 2014



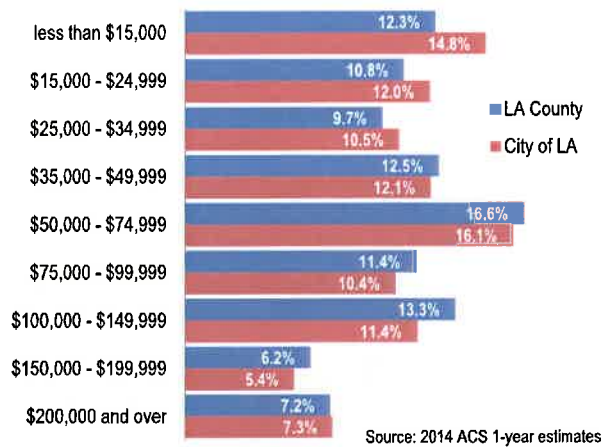
Source: 2014 ACS 1-year estimates

**Exhibit 2-24**  
Per Capita Income

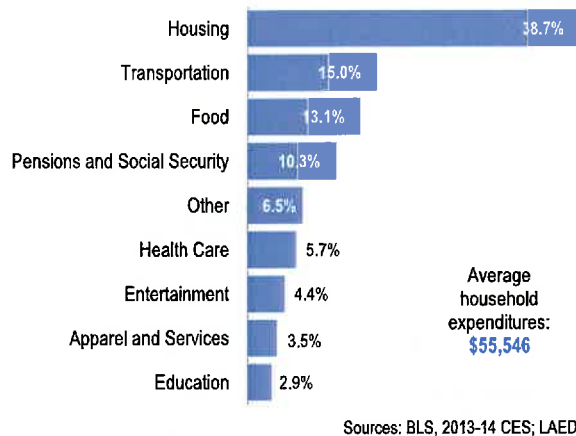


Sources: 2014 ACS 1-year estimates; ESRI

**Exhibit 2-25**  
**Households by Income 2014**



**Exhibit 2-26**  
**Household Budget Expenditures**  
**Los Angeles MSA 2013-14**



Median household income is the midpoint value of all household income levels within an area, dividing them into two equal groups. Where average income figures can be skewed by the presence of a few extremely high or low values, the median income figure is not, and therefore is viewed as more representative of an area's income. Median household income in Los Angeles County in 2014 was estimated to be \$55,746 while in the City of Los Angeles it was slightly lower with \$50,544.

Almost half (45 percent) of households in Los Angeles County earn less than \$50,000 per year, and 13 percent earn over \$150,000 per year (Exhibit 2-25). In the City of Los Angeles, 49 percent of households earn less than

\$50,000 per year, and 13 percent earn over \$150,000 per year.

Household expenditures are related to household incomes, not only in magnitude but also in composition. Households with lower incomes tend to spend a larger percentage on necessities such as food and rent and have less disposable income for luxury items such as travel and leisure activities, especially relevant for regions with much higher average household incomes.

In 2013-2014, household expenditures in Los Angeles Metropolitan Statistical Area, which includes Los Angeles County, averaged \$55,546. Exhibit 2-26 displays a breakdown of these expenditures by broad category. (This data is not available at the city level.)

As noted above, on average, nearly 39 percent of household expenditures were allocated to housing, with another 15.0 percent paid towards transportation and 13.1 percent for food. The category "Other" includes personal care products, insurance, apparel and other services not previously listed.

**Poverty Status**

Poverty is a relative measure of income inequality. The poverty status of an individual, household or family is determined using a set of thresholds established by the Census Bureau, typically a level of income proportional to the area's median and incorporating the number of individuals in the unit being measured (i.e. household, family). The established thresholds do not vary geographically. They are revised annually to reflect changes in inflation.

Those who live below poverty level face additional challenges as they lack the resources necessary to maintain a certain quality of life; they do not have the same choices and options in regards to nutrition, health care, housing, education, safety, transportation and such.

There are several ways to look at poverty, including poverty in households, individual poverty and poverty in families.

It was noted above that of the 3.2 million households in LA County, 1.3 million of which were located in the City of Los Angeles, the share of those households whose income fell below the poverty level within the prior twelve months were 16.9 percent and 20.2 percent respectively.



**Families and Poverty**

Poverty for families takes into account the number of people in a family unit and the total income that that unit earns. A family unit consists of two or more people living in the same housing unit that are related by birth, marriage or adoption. This is distinct from households in that households include all persons living in a housing unit regardless of relatedness.

Of the 2.19 million families in Los Angeles County in 2014, approximately 323,300 have had their incomes fall below the poverty level in the 12 months prior; in the City of Los Angeles 147,000 of the almost 806,000 total families had their incomes fall below the poverty level within the prior year.

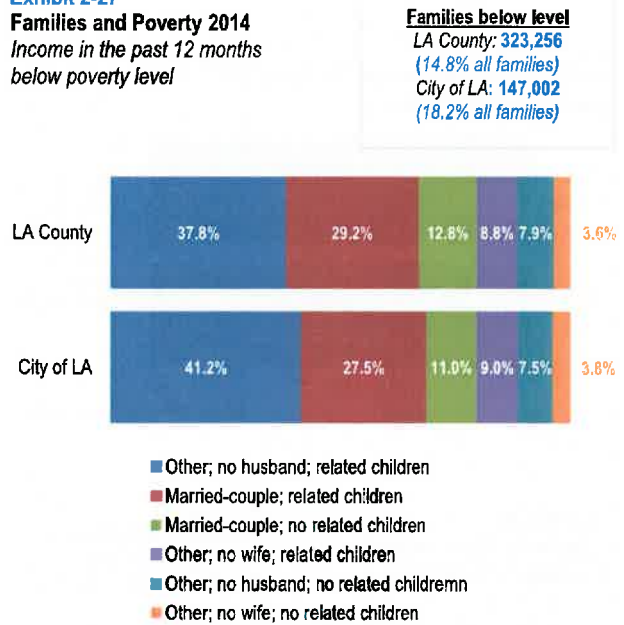
Exhibit 2-27 shows the distribution by family type of those whose income has fallen below the poverty level in Los Angeles County and the City of Los Angeles. Of all families living below the poverty level, single mothers with children under the age of 18 years head the largest segment, with 41 percent in the city and 38 percent in the county as a whole. Families headed by a married couple account for 39 percent and 42 percent of all families living under the poverty level in the city and county, respectively, the majority of whom have children under the age of 18 years. Single father families with related children under the age of 18 years account for just less than ten percent of all families whose income has fallen below poverty level in the previous year.

**Poverty of Individuals**

If a family's total income is under the dollar value of the appropriate poverty threshold, then all individual members of that family are considered to be in poverty. If the total income of an individual or unrelated persons living in a household falls below the value of the threshold, all of those individuals are also considered to be in poverty. The total number of individuals living below the poverty level is the sum of people in families and the number of unrelated individuals with incomes in the prior year below the threshold. This is the basis of the individual poverty rate.

The individual poverty rate varies by age group (Exhibit 2-28). The individual poverty rate for all age groups is higher in the City of Los Angeles than in the county as a whole. In both geographies, the highest individual poverty rates are visible in the youngest age groups: under 16 years, 16 to 17 years and 18 to 24 years. Each has a rate in excess of 24 percent of its cohort. ❖

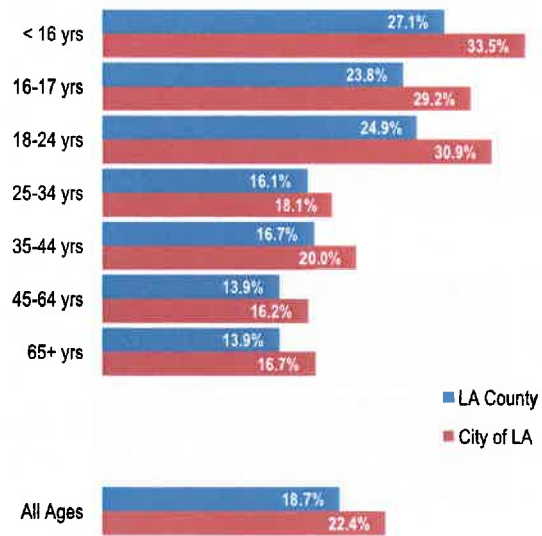
**Exhibit 2-27**  
**Families and Poverty 2014**  
 Income in the past 12 months below poverty level



**Families below level**  
 LA County: **323,256**  
 (14.8% all families)  
 City of LA: **147,002**  
 (18.2% all families)

\* Children are under 18 years of age Source: 2014 ACS 1-year estimates

**Exhibit 2-28**  
**Individuals Poverty Status by Age Group 2014**  
 Income in the past 12 months below poverty level



Source: 2014 ACS 1-year estimates

## 2.7 Population Aged 16 to 24 Years

**Exhibit 2-29**  
**Working Age Population by Age Group 2014**  
 Population 16 years and over



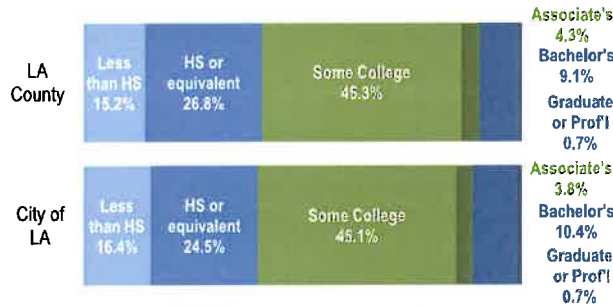
Source: 2014 ACS 1-year estimates

As new entrants into the job market, the population aged 16 to 24 years may lack knowledge on what is required to be successful in their job search, they may lack workforce experience in general, and they may lack skills that are easily obtained through training that can increase employment opportunities.

A significant portion of the working aged population in the City of Los Angeles and the County of Los Angeles as a whole are young working-aged individuals between the ages of 16 years to 24 years. They represent 17.2 percent of the total working aged population of 16 years and older in the City and 16.9 percent countywide (Exhibit 2-29).

**Exhibit 2-30**  
**Educational Attainment 2014**  
 Population 18 to 24 years

Population 18 to 24 years:  
 LA County: 1.06 million  
 City of LA: 0.43 million



Source: 2014 ACS 1-year estimates

### *Educational Attainment and Enrollment*

The educational attainment for the population ages 16 to 24 years are predominantly low levels as individuals are still in the process of completing their education, whether that be secondary school or postsecondary education (Exhibit 2-30). Individuals aged 16 to 17 years are most likely still in the process of completing their high school education. The most predominant level of educational attainment in the 16 to 24 years of age group was some college without a degree, with its share in the city and the county both at 45 percent.

Young adults ages 18 to 22 are typically in the process of obtaining their college degree, therefore, it is reasonable to assume that there would be a low representation of higher levels of educational attainment in the population for which it is being examined here (ages 18 to 24 years). Only 11.2 percent of this cohort in 2014 had the education level of a bachelor's degree or higher in the City of Los Angeles and 9.7 percent in Los Angeles County as a whole.

**Exhibit 2-31**  
**College/ Graduate School Enrollment by Type 2014**  
 Population 18 to 24 years



Source: 2014 ACS 1-yr estimates

Exhibit 2-31 shows the percentage of the population ages 18 to 24 years that were enrolled in school at a college, university or graduate school in 2014 in the City of Los Angeles and the County as a whole.

Approximately half of this cohort is currently enrolled in school and in the process of obtaining a higher level of education in both geographies.

**Poverty Status**

As seen above, lower levels of educational attainment are associated with low earnings and increased rates of poverty. This applies to this younger cohort as well (Exhibit 2-32).

The share of individuals whose income has fallen below the poverty threshold in the previous twelve months is higher among children and young working age adults in both the City of Los Angeles and Los Angeles County as a whole. Individual poverty rates exceed 29 percent in all three of the youngest age groups in the city and roughly a quarter of all individuals in each respective age group have fallen below the poverty level in the county. The poverty rate in every age group is slightly higher in the City of Los Angeles compared to the rates countywide.

Poverty rates decline as the population gets older; more of these individuals have completed their education and have entered the workforce full-time.

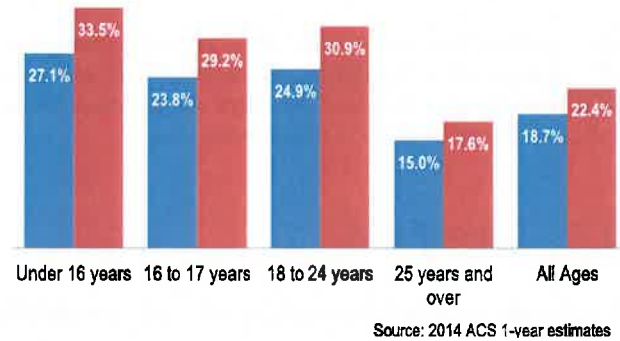
**Labor Force**

Labor force participation for those aged 16 to 24 years varies greatly according with their age (Exhibit 2-33). Many younger individuals, age 16 to 19 years, have not completed high school and thus they are classified as not in labor force since fewer are seeking employment opportunities. The population aged 22 to 24 years has the highest share of employed in this population subset (ages 16 to 24 years), as many of these individuals have completed high school and the first levels of their postsecondary education and have entered into the workforce.

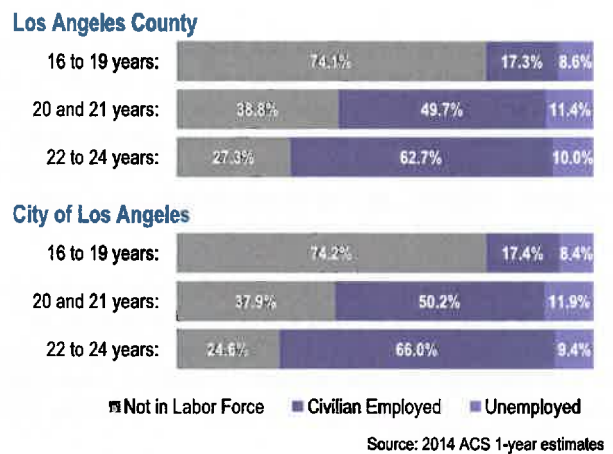
The civilian unemployment rate is the ratio of individuals classified as unemployed to the civilian labor force. The civilian unemployment rate in 2014 by age group for this population subset (ages 16 to 24 years) is displayed in Exhibit 2-34.

The youngest of this population subset has the highest unemployment rate in both the city and the county, most likely attributable to the large portion of these individuals (about three fourths of the cohort) classified as not in labor force. Unemployment rates decline significantly in the next two groups, ages 20 to 21 years and ages 22 to 24 years, as more of these individuals have completed their education are entering the workforce. ❖

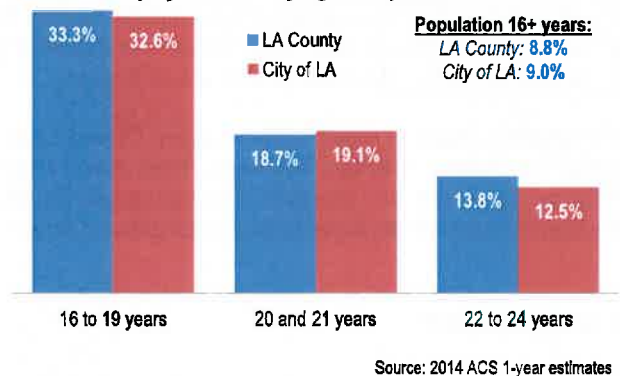
**Exhibit 2-32**  
Individual Poverty Status by Age Group 2014  
Income in the past 12 months below poverty level



**Exhibit 2-33**  
Labor Force Statistics by Age Group 2014



**Exhibit 2-34**  
Civilian Unemployment Rate by Age Group 2014



### 3 EMPLOYMENT, INDUSTRY AND JOBS

Labor market analysis provides an understanding of the resident population, its participation in the job market, and how well workers are matched to the jobs needed by firms in regional industries.

#### 3.1 Labor Force

Employment and employment growth are fundamentally based on labor force growth, which is a consequence of both changes in population and in labor force participation rates. Population levels and growth were reviewed above; here, the focus is on the component of the population that is able, willing and looking for work.

The labor force is defined as the population of working-aged individuals (16 years and older) in an area who are currently employed or who are unemployed but still actively seeking work. Individuals not actively looking for work are excluded from the count, including students, retirees, stay-at-home parents and workers who have stopped seeking employment.

From 2007 through 2012, the labor force in Los Angeles County has hovered around 4.9 million, increasing to 5.0 million in 2013 through 2015. The labor force in the City of Los Angeles hovered around 1.9 million from 2002 through 2009, increasing to 2.0 million in 2010 through 2015 (Exhibit 3-1).

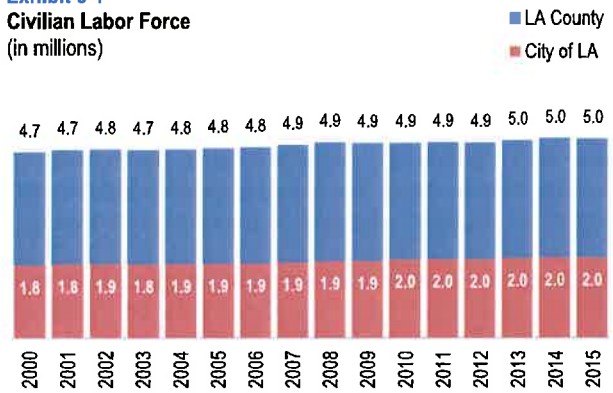
The labor force participation rate is the ratio of the labor force (both those employed and those unemployed) to the total working-age population in a specified area. This is estimated to be 64.3 percent in Los Angeles County in 2014 (the most recent year that this data is available), compared to 66.5 percent in the City of Los Angeles.

Participation rates of older workers (aged 55 and over), while lower than average, has been rising since 1980. This is expected to continue increasing as future boomers remain in the labor force rather than retiring.

#### Unemployment

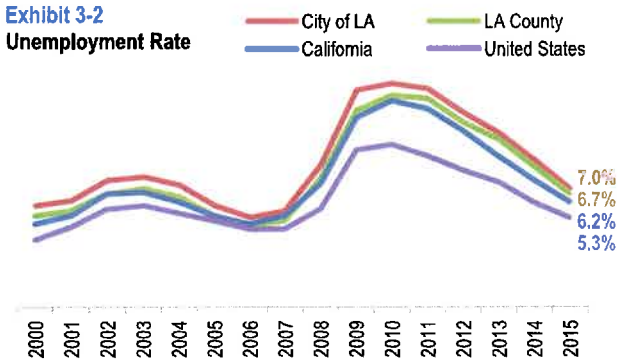
The unemployment rate measures the number of individuals who are unemployed and actively seeking work as a share of the total labor force.

**Exhibit 3-1**  
Civilian Labor Force  
(in millions)



Sources: CA EDD, LMID

**Exhibit 3-2**  
Unemployment Rate



Sources: CA EDD, BLS

From 4.8 percent in 2006 (the lowest rate in more than 30 years), unemployment in Los Angeles County reached a peak of 12.5 percent in 2010, improving since and currently standing at 6.7 percent (Exhibit 3-2).

The unemployment rate in the City has been consistently higher than in the county as a whole, from its lowest level of 5.3 in 2006 to a peak of 13.2 percent in 2010—almost one percentage point higher than the county. The unemployment rate in the City currently stands at 7.0 percent, just 0.3 percentage points above the county rate. ❖

## 3.2 Current Employment by Industry

To investigate the potential for employment opportunities in the county, an understanding of existing employment is needed. Here, we consider employment opportunities provided by firms in the region.

In general, both Los Angeles County and the City of Los Angeles reflect the national pattern of being largely service-oriented, with services accounting for about three-fourths of all nonfarm employment (Exhibit 3-3). Government employment (including local, state and federal government employment) accounts for 13 percent of nonfarm county employment and more than 19 percent of all city employment.

Among the service industries, educational and health services is the largest, accounting for over 17 percent of employment, followed by professional and business services, leisure and hospitality, and retail trade.

### *Los Angeles County*

At a more disaggregated level, the largest private sector industry in terms of employment in Los Angeles County in 2013 was food services and drinking places, providing 340,490 jobs (Exhibit 3-4). This industry includes all food services, including full-service restaurants, fast food outlets, caterers, mobile food services and drinking establishments—and is consistently the largest single industry by employment in the county. Close to 93 percent of this industry's employment was in restaurants.

The second largest industry was professional and technical services, providing 275,660 jobs. This industry is large and diverse, and includes a variety of professions such as legal, accounting, architectural, engineering, computer design, advertising, environmental consulting, commercial photography, veterinary services and more.

Other significant industries in the county include administrative and support services (which includes temporary employment), social assistance, ambulatory health care services such as doctors' and dentists' offices, motion pictures and sound recording industries and hospitals, together providing more than 900,000 jobs.

**Exhibit 3-3**  
**Industrial Profile 2014**  
**(% of Total Employment)**

	LA County	City of LA
<b>Total Nonfarm Payroll Employment</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Good Producing Industries:</b>	<b>11.8%</b>	<b>8.6%</b>
Natural Resources and Mining	0.2%	0.1%
Construction	2.9%	2.4%
Manufacturing – Durable Goods	4.9%	2.8%
Manufacturing – Nondurable Goods	3.9%	3.3%
<b>Service Providing Industries</b>	<b>75.3%</b>	<b>72.9%</b>
Wholesale Trade	5.3%	4.4%
Retail Trade	9.9%	8.8%
Transportation, Warehousing, Utilities	3.8%	3.4%
Information	4.8%	4.0%
Financial Activities	5.0%	5.8%
Professional and Business Services	14.5%	14.7%
Educational and Health Services	17.3%	17.2%
Leisure and Hospitality	11.2%	11.2%
Other Services	3.5%	3.4%
<b>Government</b>	<b>12.9%</b>	<b>18.5%</b>

Sources: California Employment Development Department (QCEW); LAEDC

**Exhibit 3-4**  
**Top 20 Private Sector Industries by Employment**  
**Los Angeles County 2014**

NAICS	Industry	Employment	% of total
722	Food services and drinking places	340,490	9.4
541	Professional and technical services	275,660	7.6
561	Administrative and support services	255,250	7.0
624	Social assistance	228,020	6.3
621	Ambulatory health care services	194,040	5.4
512	Motion picture and sound recording	121,760	3.4
622	Hospitals	110,730	3.1
611	Educational services	104,710	2.9
423	Wholesale: Durable goods	100,260	2.8
424	Wholesale: Nondurable goods	99,760	2.8
445	Retail: Food and beverage stores	91,700	2.5
623	Nursing and residential care facilities	77,320	2.1
238	Specialty trade contractors	76,680	2.1
452	Retail: General merchandise stores	72,970	2.0
522	Credit intermediation	63,660	1.8
551	Management of companies	58,830	1.6
531	Real estate	56,080	1.5
448	Retail: Clothing and accessories	52,870	1.5
812	Personal and laundry services	52,170	1.4
336	Manufacturing: Transportation equipment	46,120	1.3

Sources: California Employment Development Department (QCEW); LAEDC

**City of Los Angeles**

This distribution of jobs across industries is broadly similar at the city level.

The largest private sector industry in terms of employment in the City of Los Angeles in 2014 was also food services and drinking places, providing 128,490 jobs and the second largest industry was professional and technical services, providing 118,460 jobs (Exhibit 3-5).

Other significant industries in the city include social assistance, administrative and support services (which includes temporary employment), ambulatory health care services such as doctors’ and dentists’ offices, private education services, establishments involved in the wholesale of nondurable goods (such as paper products, apparel, grocery items, and chemical and petroleum products) and hospitals, together providing just under 370,000 jobs.

A complete list of employment by industry for the county and the city is provided in Exhibits A-1 and A-2 in the appendix. ❖

**Exhibit 3-5  
Top 20 Private Sector Industries by Employment  
City of Los Angeles**

NAICS	Industry	Employment	% of total
722	Food services and drinking places	128,490	10.0
541	Professional and technical services	118,460	9.2
624	Social assistance	96,840	7.5
561	Administrative and support services	91,300	7.1
621	Ambulatory health care services	70,810	5.5
611	Educational services	39,500	3.1
424	Wholesale: Nondurable goods	37,370	2.9
622	Hospitals	33,620	2.6
445	Retail: Food and beverage stores	32,980	2.6
623	Nursing and residential care facilities	29,640	2.3
512	Motion picture and sound recording	29,570	2.3
423	Wholesale: Durable goods	24,920	1.9
531	Real estate	24,890	1.9
238	Specialty trade contractors	24,890	1.9
522	Credit intermediation	23,740	1.8
812	Personal and laundry services	21,410	1.7
452	Retail: General merchandise stores	20,950	1.6
524	Insurance carriers and related	20,590	1.6
813	Membership associations and orgs	20,180	1.6
551	Management of companies	19,250	1.5

Sources: California Employment Development Department (QCEW); LAEDC

### 3.3 Industry Competitiveness

While large employing industries are valuable in their ability to provide job opportunities for local residents, other industries, while still small in terms of employment, may be important for promoting economic growth. These industries are likely to be exposed to the larger global market, and if they are competitive with their counterparts elsewhere, they can gain market share by growing their companies and creating jobs.

Competitiveness in this sense is measured using relative employment shares. An industry with a presence in Los Angeles that is larger (as a percentage of total employment in the county) than its presence elsewhere would indicate that Los Angeles has a concentration of this industry and is evidence of the region having a competitive advantage.

For example, if 4 percent of employment in the county is in the motion picture industry, while across the United States only 1 percent is employed in that industry, then the location quotient for the motion picture industry in Los Angeles is 4. A location quotient of 1.2 or higher is considered a threshold for demonstrating competitiveness.

The industry with the highest location quotient in Los Angeles County in 2014 was motion picture and sound recording industries, with a location quotient of 10.4 compared to the national average (Exhibit 3-6). Apparel manufacturing is a close second with a location quotient of 10.3. These industries are undeniably those in which the region has a competitive advantage.

Competitive industries include manufacturing industries. Although manufacturing employment is on a sectoral decline across the nation, Los Angeles remains a relatively concentrated center of manufacturing across many product lines, including leather products, textiles, petroleum and coal products, furniture, computer and electronic products and other miscellaneous manufacturing.

The City of Los Angeles exhibits competitive strength across most of the same industries at the county level, but there are some differences. Industries in which the city is competitive but the County is not are shown in italics at the bottom of the exhibit. These include: religious, grantmaking and civic organizations and securities, contracts and investments.

**Exhibit 3-6**  
**Top Competitive Industries 2014**  
**(Location Quotients v. US)**

NAICS	Industry	LA County	City of LA
512	Motion picture and sound recording	10.4	6.6
315	Manufacturing: Apparel	10.3	11.4
711	Performing arts and spectator sports	2.7	3.3
525	Funds, trusts, and other financial	2.4	0.6
488	Support activities for transportation	2.3	1.9
515	Broadcasting (except internet)	2.3	4.4
624	Social assistance	2.3	2.5
316	Manufacturing: Leather products	2.2	1.2
313	Manufacturing: Textile mills	1.8	1.9
483	Water transportation	1.7	1.2
424	Wholesale: Nondurable goods	1.6	1.6
519	Other information services	1.6	1.3
481	Air transportation	1.5	3.3
324	Manufacturing: Petroleum and coal products	1.4	1.1
611	Educational services (private)	1.3	1.3
448	Retail: Clothing and accessories	1.3	1.2
337	Manufacturing: Furniture	1.3	0.9
812	Personal and laundry services	1.3	1.3
314	Manufacturing: Textile product mills	1.3	1.0
531	Real estate	1.2	1.4
334	Manufacturing: Computer / electronic prods	1.2	0.9
532	Rental and leasing services	1.2	1.4
443	Retail: Electronics and appliance	1.1	1.0
423	Wholesale: Durable goods	1.1	0.7
492	Couriers and messengers	1.1	1.5
712	Museums, historical sites, zoos and parks	1.1	2.1
541	Professional and technical services	1.1	1.2
339	Miscellaneous manufacturing	1.1	0.9
323	Printing and related support activities	1.1	0.8
453	Retail: Miscellaneous stores	1.1	1.2
722	Food services and drinking places	1.1	1.0
813	<i>Religious/grantmaking/civic/professional orgs</i>	1.0	1.3
523	<i>Securities, contracts and investments</i>	0.9	1.3

Sources: California Employment Development Department; LAEDC

A complete list of all industries is provided in Exhibit A-3 in the appendix. ❖

### 3.4 Industry Clusters

An alternate method of viewing the industrial makeup of the region is through industry clusters. Clusters are geographic concentrations of firms in similar industries that are more likely to compete and collaborate more efficiently, driving demand for their supplier industries and encouraging the growth of specialized labor and local infrastructure.

Industries are classified into two types of clusters using definitions developed by Professor Michael Porter of the Institute for Strategy and Competitiveness at Harvard Business School and now published by the Cluster Mapping project (CMP). These are: (1) *Local industry clusters*, which provide goods and services to the resident population, and have limited exposure to other markets; and (2) *Traded industry clusters*, which are more highly-concentrated in a few regions, and provide the potential for economic growth and wealth generation through exports to external markets.

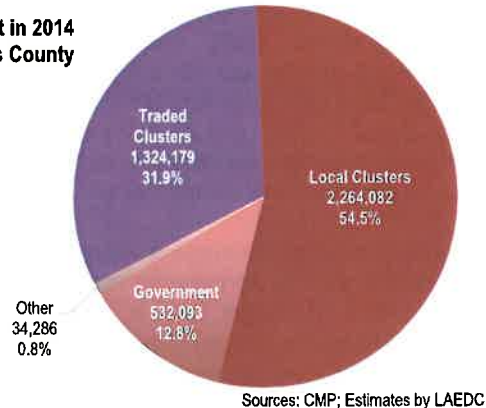
Approximately 55 percent of all employment in Los Angeles County is in local industry clusters, such as health services, local commercial services and local hospitality establishments (Exhibit 3-7). Almost 32 percent is in traded industry clusters, such as trade, entertainment, business services and fashion.

The largest traded industry cluster in Los Angeles County in 2014 was trade, employing approximately 270,400 workers, followed by business services, with just over 235,700 workers, and entertainment, with close to 149,800 employed (Exhibit 3-8). Overall, more than 1.3 million jobs were involved in traded industry clusters.

Of the fifteen largest traded industry clusters in the county, seven have location quotients greater than one, reflecting the county’s competitive strength in a wide variety of industries.

Local industry clusters provide just over 70 percent more jobs than traded industry clusters (Exhibit 3-9). The largest clusters in Los Angeles County are health services, with almost 405,000 jobs, local hospitality establishments with close to 370,000 jobs, and local commercial services, with just over 288,000 jobs. ❖

**Exhibit 3-7**  
**Employment in 2014**  
**Los Angeles County**



**Exhibit 3-8**  
**Largest Traded Industry Clusters in Los Angeles County in 2014**  
**(By employment)**

	Employment	LQ
Trade <sup>1</sup>	270,350	1.2
Business Services	235,740	1.0
Entertainment	149,750	8.7
Education and Knowledge Creation	83,680	1.2
Hospitality and Tourism	79,990	0.9
Fashion	58,390	4.2
Marketing, Design and Publishing	57,870	1.4
Aerospace Vehicles and Defense	54,160	2.9
Financial Services	53,390	0.9
Food Processing and Manufacturing	28,750	0.9
IT and Analytical Instruments	26,370	0.7
All Other Traded Clusters	225,750	
<b>Total Traded Cluster Employment</b>	<b>1,324,180</b>	<b>1.1</b>

<sup>1</sup> Includes Transportation and Logistics, Distribution and Electronic Commerce and Water Transportation <sup>2</sup> Includes Music and Sound Recording, Performing Arts and Video Production and Distribution <sup>3</sup> Includes Apparel, Footwear, Jewelry and Precious Metals, Leather and Related Products, and Textiles  
Sources: CMP; CA EDD; BLS; Estimates by LAEDC

**Exhibit 3-9**  
**Largest Local Industry Clusters in Los Angeles County in 2014**  
**(By employment)**

	Employment
Health Services	404,880
Local Hospitality Establishments	369,470
Local Commercial Services	288,430
Community and Civic Organizations	245,430
Real Estate, Const. and Development	200,790
All Other Local Clusters	755,090
<b>Total Local Cluster Employment</b>	<b>2,264,080</b>

Sources: CMP; CA EDD; BLS; Estimates by LAEDC



### 3.5 Regional Industry Employment Forecast

Employment opportunities for residents of Los Angeles County and in the City of Los Angeles will depend on the health of the regional economy. Here we present the industry employment forecast for the City of Los Angeles and Los Angeles County as a whole.

#### Los Angeles County

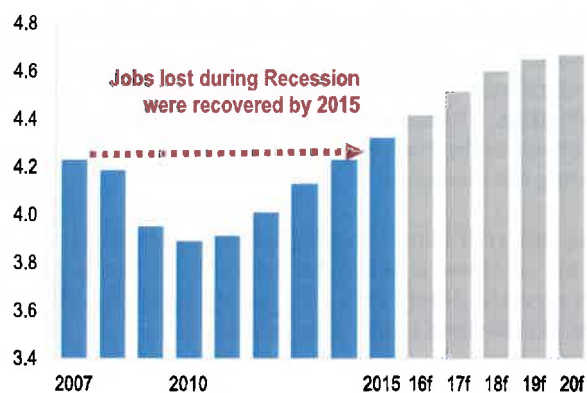
Recovery from the Great Recession has been disappointing (Exhibit 3-10). Instead of robust job growth after the devastating decline of 2009 and 2010, anemic employment growth began in 2011 with a year-over-year gain of 0.6 percent. Employment growth has continued its recovery through 2015, but remains modest.

Recovery of all jobs lost during the recession did not occur until 2015. Still, this does not take into account the job growth needed to accommodate population and labor force growth.

Many industry sectors will follow this general contour of post-recession recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry’s decline during the recession. For example, construction employment fell steeply in 2008, 2009 and 2010. Its recovery in the near term is expected to be much stronger than the average, as it recovers from these deep losses.

The expected employment growth in individual sectors at the county level is shown in Exhibit 3-11. While these growth rates are expected to apply at the city level as well, the projected job creation will differ given the different mix of industries in the two regions.

**Exhibit 3-10**  
Nonfarm Employment in Los Angeles County (millions of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-11**  
Industry Employment Growth 2015-2020 (Los Angeles County)

	Annual Average % Growth	Δ Employment (000s)
<b>Total Nonfarm Payroll Employment</b>	<b>1.5%</b>	<b>346.1</b>
<b>Good Producing Industries:</b>	<b>1.0%</b>	<b>26.3</b>
Natural Resources and Mining	0.7	0.2
Construction	3.1	20.9
Manufacturing – Durable Goods	0.3	3.3
Manufacturing – Nondurable Goods	0.2	2.0
<b>Service Providing Industries</b>	<b>1.8%</b>	<b>312.3</b>
Wholesale Trade	1.0	11.3
Retail Trade	0.4	9.4
Transportation, Warehousing, Utilities	0.5	4.2
Information	0.8	8.4
Financial Activities	1.7	18.5
Professional and Business Services	3.0	98.6
Educational and Health Services	2.5	99.8
Leisure and Hospitality	2.0	49.1
Other Services	1.6	12.9
<b>Government</b>	<b>0.3%</b>	<b>7.5</b>

Sources: California Employment Development Department; LAEDC

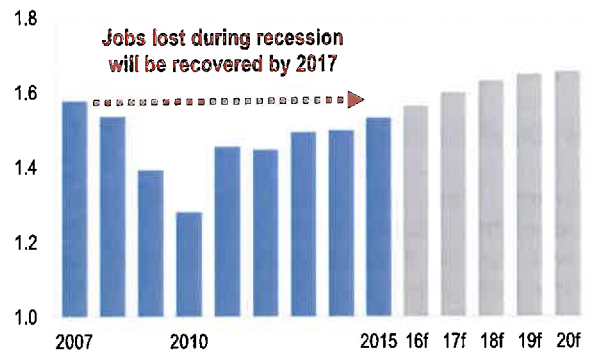
### City of Los Angeles

Employment in the City of Los Angeles has experienced the same general trend post-recession as the county as a whole, although the recovery of jobs in 2011 was much steeper. However, jobs lost during the recession will not be recovered until late 2016 (Exhibit 3-12). Still, this does not take into account the job *growth* needed to accommodate labor force growth.

Again, most industry sectors will follow this general contour of post-recession recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry’s decline during the recession.

The expected employment growth in individual sectors at the city level is shown in Exhibit 3-13. The projected job creation differs from the county given the different mix of industries in the two regions. ❖

**Exhibit 3-12**  
**Nonfarm Employment in Los Angeles City**  
 (millions of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-13**  
**Industry Employment Growth 2015-2020**  
 (City of Los Angeles)

	Annual Average % Growth	Δ Employment (000s)
<b>Total Nonfarm Payroll Employment</b>	<b>1.5%</b>	<b>122.7</b>
<b>Good Producing Industries:</b>	<b>1.0%</b>	<b>8.1</b>
Natural Resources and Mining	0.7	0.0
Construction	3.1	6.7
Manufacturing – Durable Goods	0.3	0.8
Manufacturing – Nondurable Goods	0.2	0.6
<b>Service Providing Industries</b>	<b>1.8%</b>	<b>105.5</b>
Wholesale Trade	1.0	3.5
Retail Trade	0.4	3.1
Transportation, Warehousing, Utilities	0.5	1.4
Information	0.8	2.7
Financial Activities	1.7	8.1
Professional and Business Services	3.0	37.4
Educational and Health Services	2.5	26.0
Leisure and Hospitality	2.0	18.6
Other Services	1.6	4.6
<b>Government</b>	<b>0.3%</b>	<b>3.9</b>

Sources: California Employment Development Department; LAEDC

### 3.6 Job Creation Potential

Projected growth rates of industries and their current size together determine the potential for an industry’s job creation. A small industry growing quickly may add jobs but the absolute number of jobs added will be smaller than a large industry growing slowly.

Between 2015 and 2020, the economy is expected to add 346,000 new jobs in nonfarm industries across the county, and 122,700 new jobs in the City of Los Angeles (Exhibit 3-14).

The industry with the largest expected new job creation potential is the administrative and support services industry, expected to add 57,560 jobs between 2015 and 2020 in the county and 20,640 jobs in the city. This is largely a result of the increase in temporary employment services, which accounts for 40 percent of the industry. Other large segments include security services and janitorial/landscape services.

The industry with the second largest expected employment gains is food services and drinking places, projected to add 39,510 jobs between 2015 and 2020 in the county and 14,900 in the city. This is a very large industry that includes restaurants of all service types, including fast food, full service, catering and mobile food service, as well as bars and nightclubs.

Combined health care services provided by hospitals, ambulatory health care services, nursing and residential care facilities and social assistance are together projected to add 91,770 jobs from 2015 to 2020 in the county and 34,730 in the city. As noted above, these are expected to continue growing, although more than one third of the additional jobs are in social assistance.

Fourth on the list is professional and technical services, a large and diverse industry with relatively high growth potential.

Also on the list are specialty trade contractors, credit intermediation, motion pictures and sound recording, personal and laundry services and wholesalers.

Taken together, these thirty industries are expected to add more than 320,000 new jobs during the period from 2015 to 2020 in Los Angeles County and more than 120,000 new jobs in the City of Los Angeles, approximately 96 percent of all jobs forecasted to be added in each region.

**Exhibit 3-14**  
**Projected New Job Creation 2015-2020**

NAICS	Industry	LA County	LA City
561	Administrative and support services	57,560	20,640
722	Food services and drinking places	39,510	14,900
624	Social assistance	34,300	14,560
541	Professional and technical services	33,300	14,310
621	Ambulatory health care services	29,190	10,650
622	Hospitals	16,650	5,060
238	Specialty trade contractors	13,650	4,420
623	Nursing and residential care facilities	11,630	4,460
522	Credit intermediation	5,950	2,220
512	Motion pictures and sound recording	5,630	1,370
812	Personal and laundry services	5,610	2,300
424	Wholesale: Nondurable goods	5,490	2,060
721	Accommodation	5,160	2,050
611	Educational services	4,860	1,830
236	Construction of buildings	4,560	1,620
531	Real estate	4,440	1,970
452	Retail: General merchandise	4,340	1,250
524	Insurance carriers	4,090	1,930
551	Management of companies	3,990	1,310
445	Retail: Food and beverage stores	3,980	1,430
519	Other information services	3,920	1,210
811	Repair and maintenance	3,090	1,020
423	Wholesale: Durable goods	2,890	720
813	Membership associations and orgs	2,890	1,370
425	Wholesale electronic markets	2,690	980
237	Heavy / civil engineering construction	2,450	620
523	Securities, contracts, investments	2,250	1,250
562	Waste management and remediation	2,220	430
92	State government	2,090	1,590
713	Amusements, gambling and recreation	2,040	510
	<b>TOTAL JOB CREATION</b>	<b>346,100</b>	<b>122,700</b>

Source: Estimates by LAEDC

A complete list of job creation in all industries in the county and the city is provided in Exhibit A-4 in the appendix. ❖

### 3.7 Identifying Target Industries

Economic development efforts are organized around several priorities. Among these are encouraging job growth in industries that are most competitive and that will generate high-paying jobs that will propel economic growth and wealth creation for all residents.

Workforce development priorities are often in alignment with economic development goals and cognizant of the need to supply a workforce prepared for the jobs of the future, but are also motivated by the immediate need to match those most in need with viable employment opportunities. To fulfill this mission, a broader view of the job market is needed. Augmenting those industries which may drive economic growth and prosperity, population-serving industries will provide the largest number of jobs in terms of job creation, since although they may grow slowly they are large.

Our criteria for choosing target industries thus include (1) industry growth rate – those demonstrating high rates of growth are preferred to those growing slowly; (2) potential job creation – the numbers of jobs projected to be added is also an important metric; (3) industry competitiveness – in light of regional economic development goals, industries that are competitive against other regions are preferred; and (4) prevailing wages – higher wages benefit workers and are preferred to industries that pay lower wages.

Using these sometimes overlapping, sometimes competing goals, the following industries are identified as targets for specific economic and workforce development interventions (in order of relevant NAICS):

- ▶ Construction industries (NAICS 236, 237, 238)
- ▶ Selected manufacturing (fashion, aerospace, analytical instruments, pharmaceuticals, medical devices—NAICS 313, 314, 315, 316, 325, 334, 336, 339)
- ▶ Trade and logistics (NAICS 42x, 48x, 49x)
- ▶ Entertainment and infotech (NAICS 511, 512, 515, 518, 519)
- ▶ Health services (NAICS 621, 622, 623)
- ▶ Leisure and hospitality (NAICS 721, 722)

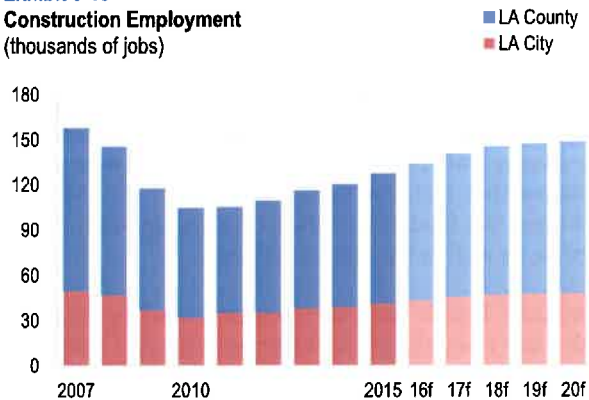
These industries are discussed individually below, including employment projections at the industry level and the types of occupations that they are most likely to employ.

#### Construction Industries

As the housing market recovers, construction industries are expected to make a robust recovery. Housing starts are showing signs of life after a dismal few years, and will be needed to meet pent-up demand. In addition, many of the existing infrastructure projects currently planned will come on line, employing thousands of workers in highway, transit, infrastructure and other projects. Finally, continuing incentives and mandates related to energy efficiency and greening of existing buildings have the potential to drive employment in retrofitting and energy efficient implementations. Together, the sector is projected to add more than 20,000 jobs between 2015 and 2020 in Los Angeles County and almost 7,000 jobs in the City of Los Angeles.

Exhibit 3-15

Construction Employment (thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

Exhibit 3-16

Top Occupations in Construction Industry (by % of Industry Employment)

SOC	Occupational Title
47-2061	Construction laborers
47-2031	Carpenters
47-2111	Electricians
47-1011	First-line sups of const trades and extraction workers
47-2152	Plumbers, pipefitters and steamfitters
47-2141	Painters, construction and maintenance
11-9021	Construction managers
47-2081	Drywall and ceiling tile installers
47-2051	Cement masons and concrete finishers
11-1021	General and operations managers

Sources: BLS: Occupational Employment Statistics Survey, May 2015

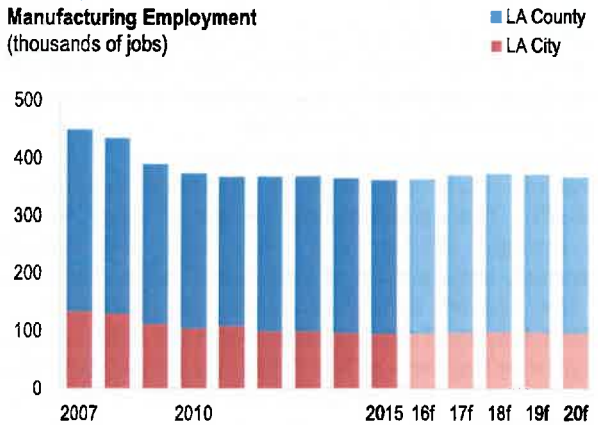
**Manufacturing (Selected Products)**

Employment in manufacturing as a whole has been on a long term decline over the past two decades, but is expected to show some improvement from current levels. The distinction must be made between durable goods and nondurable goods manufacturing. Overall, *durable goods manufacturing* will experience anemic growth as labor substitution and replacement by capital increases output at the expense of employment gains. *Nondurable goods manufacturing* will continue to be challenged as low-cost competition from lower income countries will drive these industries from the area.

Nevertheless, several manufacturing industries continue to be promising targets for employment growth in the county based on upon their linkage to important traded industry clusters. These clusters include Fashion, Aerospace, Information Technology and Analytical instruments and Biomedical Devices. Fabricated metals manufacturing is also a component industry of these important clusters and an important regional industry.

Many of these jobs are highly-skilled jobs that are highly-compensated, but many include positions that require workers with community college degrees or technical training. In addition, the expected retirement of aging skilled craftsman in some specialized manufacturing industries presents opportunities for apprenticeships, new entrants, and those moving up the career ladder.

**Exhibit 3-17**  
**Manufacturing Employment**  
 (thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-18**  
**Top Occupations in Fashion (NAICS 313, 314, 315, 316)**  
 (by % of Industry Employment)

SOC	Occupational Title
51-6031	Sewing machine operators
51-6061	Textile bleaching and dyeing machine operators and tenders
51-6062	Textile cutting machine setters, operators and tenders
43-5071	Shipping, receiving, and traffic clerks
51-9031	Cutters and trimmers, hand
51-1011	First-line supervisors of production and operating workers
11-1021	General and operations managers
53-7064	Packers and packagers, hand
51-9061	Inspectors, testers, sorters, samplers and weighers

Sources: BLS: Occupational Employment Statistics Survey, May 2015

**Exhibit 3-19**  
**Top Occupations in Other Manufacturing (NAICS 334, 336, 339)**  
 (by % of Industry Employment)

SOC	Occupational Title
15-1133	Software developers, systems software
51-2092	Team assemblers
51-2022	Electrical and electronic equipment assemblers
51-9061	Inspectors, testers, sorters, samplers and weighers
15-1132	Software developers, applications
17-2072	Electronics engineers, except computer
17-2061	Computer hardware engineers
17-2112	Industrial engineers
11-9041	Architectural and engineering managers
11-1021	General and operations managers
17-2071	Electrical engineers

Sources: BLS: Occupational Employment Statistics Survey, May 2015

### Trade and Logistics

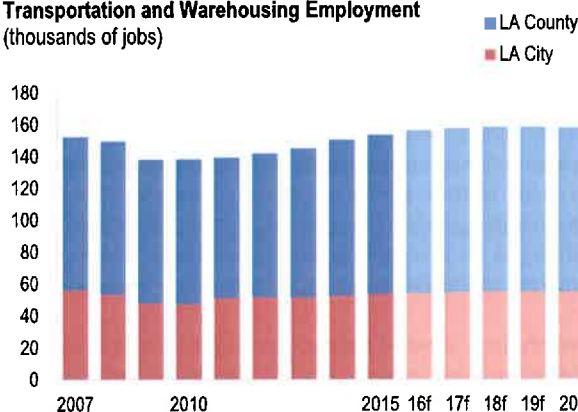
Trade-related employment is the region’s largest traded industry cluster, one in which the region has competitive advantage, and one that will continue to dominate our export-oriented economic activity.

However, challenges exist to continued employment growth. The warehousing industry has become increasingly efficient and centralized and requires extremely large parcels of land, which are not available in Los Angeles County—expansion is moving to the Inland Empire. Transportation, however, will continue to grow as the ports of San Pedro Bay handle increasing trade volumes and as goods are delivered to inland warehouses.

Wholesale activities are included in the trade cluster, and although traditional wholesale activities will grow slowly, transactions conducted online will grow robustly.

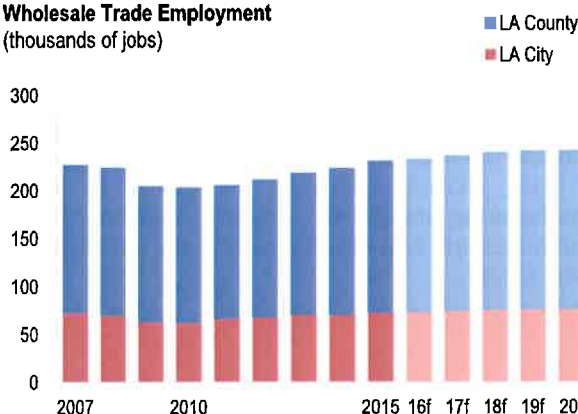
The sector will add approximately 15,250 jobs from 2015 to 2020 in Los Angeles County, of which 5,270 will be in the City of Los Angeles. Many of these jobs can be filled by workers with lower levels of education and little work experience.

**Exhibit 3-20**  
Transportation and Warehousing Employment  
(thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-21**  
Wholesale Trade Employment  
(thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-22**  
Top Occupations in Transportation / Warehousing (NAICS 48, 49)  
(by % of Industry Employment)

SOC	Occupational Title
53-3032	Heavy and tractor-trailer truck drivers
53-7062	Laborers and freight, stock and material movers, hand
43-5052	Postal service mail carriers
53-3033	Light truck or delivery services drivers
53-7051	Industrial truck and tractor operators
53-3022	Bus drivers, school or special client
43-4181	Reservation and transportation ticket agents and travel clerks
43-5053	Postal service mail sorters/processors/processing machine ops
53-2031	Flight attendants
43-5011	Cargo and freight agents
43-5081	Stock clerks and order fillers

Sources: BLS: Occupational Employment Statistics Survey, May 2015

**Exhibit 3-23**  
Top Occupations in Wholesale Trade (NAICS 42)  
(by % of Industry Employment)

SOC	Occupational Title
41-4012	Sales representatives, wholesale and manufacturing
53-7062	Laborers and freight, stock and material movers, hand
11-1021	General and operations managers
43-5071	Shipping, receiving and traffic clerks
43-5081	Stock clerks and order fillers
41-4011	Sales representatives, technical and scientific products
43-4051	Customer service representatives
43-9061	Office clerks, general
53-3033	Light truck or delivery services drivers
43-3031	Bookkeeping, accounting and auditing clerks

Sources: BLS: Occupational Employment Statistics Survey, May 2015

### Entertainment Industry and InfoTech

As the region's signature traded industry cluster, the entertainment industry continues to generate employment opportunities for a range of occupations. This industry includes not only motion picture and television production, but also sound recording industries, pre- and post-production work, performing arts, and independent artists and performers, and has a variety of workforce needs in its direct supply chain as well.

This industry has connections across a spectrum of others, including marketing, publishing, information technology, software publishers (including video gaming) and online publishing and services. Together, these form a critical mass of creative industries and workers, which become a magnet for firms engaged in supporting and encouraging these activities. This is evidenced by these industries' high location quotients.

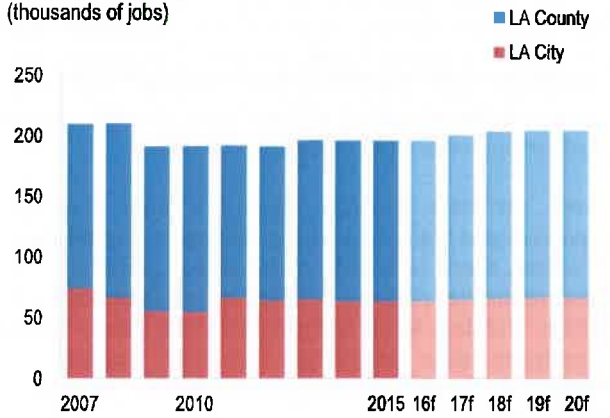
The broader industry sector known as Information (NAICS 51) includes not only the motion picture production, broadcasting, publishing and new media industries. This sector will grow at an average annual of 0.8 percent per year, at almost the same rate as the overall nonfarm economy. The motion picture industry has recovered since the recession, assisted by incentives received through the California Film and Television Tax Credit Program. Traditional publishing industries will continue to decline as internet publishing and broadcasting will continue to grow, bringing new employment opportunities. Overall, the information sector is forecast to add 8,460 new jobs between 2015 and 2020 in the county and 2,050 in the city.

**Exhibit 3-27**  
**Top Occupations in Information (NAICS 51)**  
**(by % of Industry Employment)**

SOC	Occupational Title
15-1132	Software developers, applications
27-2012	Producers and directors
49-2022	Telecommunications equipt installers/repairers, not line installers
41-3099	Sales representatives, services, all other
27-2011	Actors
27-4032	Film and video editors
43-4051	Customer service representatives
13-1199	Business operations specialists, all other
11-3021	Computer and information systems managers
43-9061	Office clerks, general
11-1021	General and operations managers

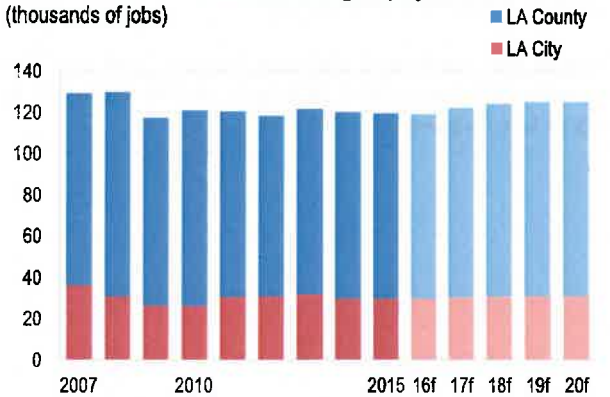
Sources: BLS: Occupational Employment Statistics Survey, May 2015

**Exhibit 3-24**  
**Information Employment**  
**(thousands of jobs)**



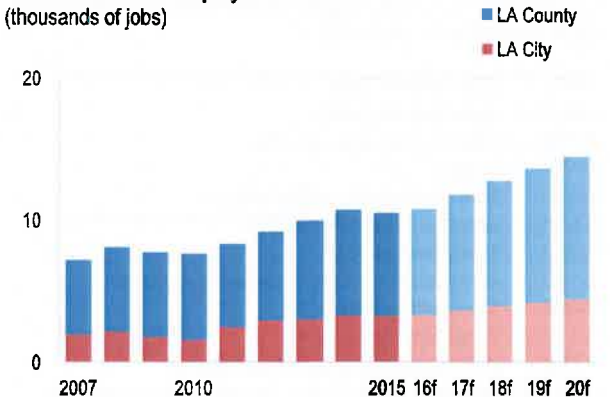
Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-25**  
**Motion Pictures and Sound Recording Employment**  
**(thousands of jobs)**



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-26**  
**Other Information Employment**  
**(thousands of jobs)**



Sources: CA EDD; Moody's Analytics; LAEDC

### Professional and Business Services

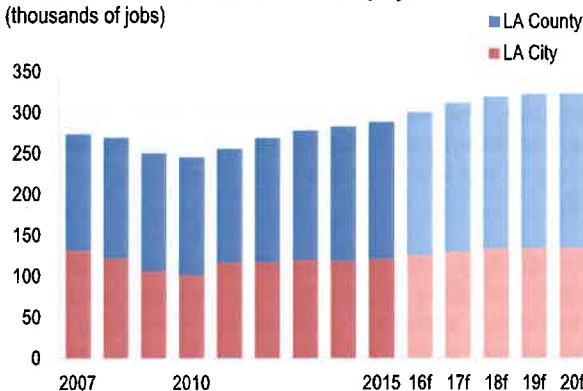
The professional and business services sector is a large, diverse sector which includes professional, scientific and technical services, company management (headquarters locations), and administrative, support and waste services industries. Most of these firms provide services to other businesses in Los Angeles County.

These activities typically require a high degree of expertise and training, and can be highly-compensated. However, there is a wide range of occupations within these industries that can be filled by workers with some college training, some technical training, or on-the-job experience, such as clerical positions, receptionists, draftsmen, legal assistants, bookkeepers, accounting clerks, and so on.

Employment in the sector is forecast to grow at an average annual rate of 3.0 percent, assisted in large part by the rapid growth in administrative services (which includes temporary employment).

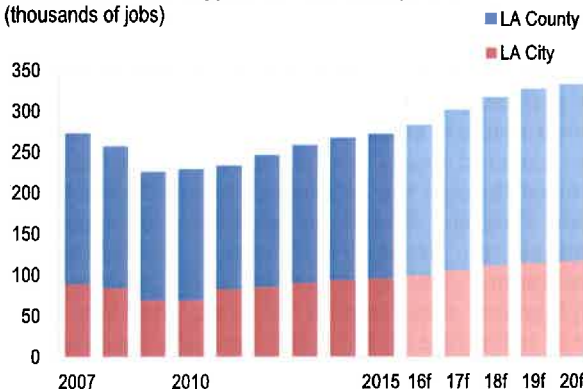
Overall, the sector will add more than 97,000 new jobs between 2015 and 2020, of which 36,680 will be in the City of Los Angeles.

**Exhibit 3-28**  
Professional and Technical Services Employment (thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-29**  
Administrative and Support Services Employment (thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-30**  
Top Occupations in Professional / Technical Services (NAICS 54) (by % of Industry Employment)

SOC	Occupational Title
13-2011	Accountants and auditors
15-1132	Software developers, applications
23-1011	Lawyers
15-1133	Software developers, systems software
11-1021	General and operations managers
13-1111	Management analysts
13-1161	Market research analysts and marketing specialists
43-9061	Office clerks, general
15-1121	Computer systems analysts
43-3031	Bookkeeping, accounting and auditing clerks
43-6014	Secretaries and admin assistants, not legal/medical/executive

Sources: BLS: Occupational Employment Statistics Survey, May 2015

**Exhibit 3-31**  
Top Occupations in Administrative Services (NAICS 561) (by % of Industry Employment)

SOC	Occupational Title
33-9032	Security guards
37-2011	Janitors and cleaners, not maids/ housekeeping cleaners
53-7062	Laborers and freight, stock and material movers, hand
37-3011	Landscaping and groundskeeping workers
43-9061	Office clerks, general
43-4051	Customer service representatives
53-7064	Packers and packagers, hand
43-6014	Secretaries and admin assistants, not legal/medical/ executive
11-1021	General and operations managers
41-3099	Sales representatives, services, all other

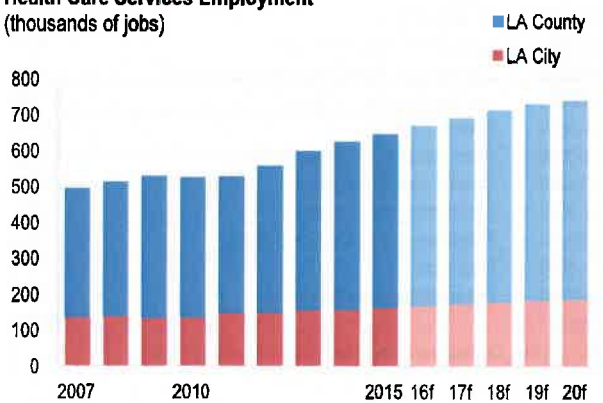
Sources: BLS: Occupational Employment Statistics Survey, May 2015



### Health Services

This is a large and growing industry sector which includes establishments providing health care, including: ambulatory health care services such as doctors' offices, dentistry practices, medical laboratories and home health care services; hospitals; nursing and residential care facilities; and social assistance. These are large industries with high growth potential given the ongoing demographic shift, the advancement of medical technology and increased coverage through the American Care Act. The industry employs workers with a variety of skills and educational requirements, with career pathways that are achievable through stackable certificates. This sector is expected to add almost 92,000 new jobs from 2015 to 2020 in Los Angeles County and almost 35,000 in the City of Los Angeles.

**Exhibit 3-32**  
Health Care Services Employment  
(thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-33**  
Top Occupations in Health Services (NAICS 62)  
(by % of Industry Employment)

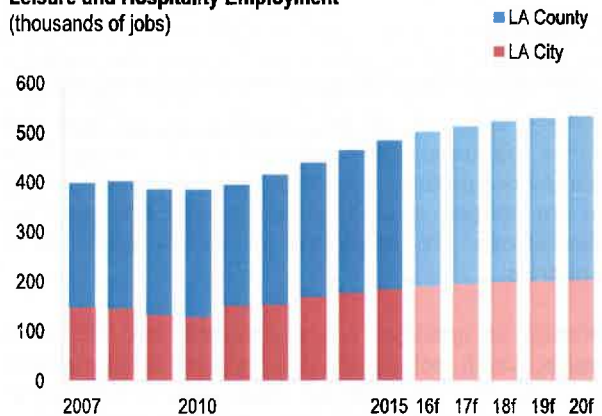
SOC	Occupational Title
29-1141	Registered nurses
39-9021	Personal care aides
31-1014	Nursing assistants
31-9092	Medical assistants
43-6013	Medical secretaries
29-2061	Licensed practical and licensed vocational nurses
31-9091	Dental assistants
43-4171	Receptionists and information clerks
43-9061	Office clerks, general
25-2011	Preschool teachers, not special education

Sources: BLS: Occupational Employment Statistics Survey, May 2015

### Leisure and Hospitality

One of the region's major industry clusters, hospitality and tourism will continue to provide employment opportunities for a wide range of job entrants and incumbent workers. Food services is a large industry with a wide range of establishments serving food and beverages to customers. They include full-service restaurants, limited-service eating places, food service contractors (such as caterers), mobile food services, and drinking places. It is projected to add more than 49,000 new jobs from 2015 to 2020 in the county and almost 19,000 in the City of Los Angeles.

**Exhibit 3-34**  
Leisure and Hospitality Employment  
(thousands of jobs)



Sources: CA EDD; Moody's Analytics; LAEDC

**Exhibit 3-35**  
Top Occupations in Leisure and Hospitality (NAICS 71-72)  
(by % of Industry Employment)

SOC	Occupational Title
35-3021	Combined food prep and serving workers, including fast food
35-3031	Waiters and waitresses
35-2014	Cooks, restaurant
35-2011	Cooks, fast food
35-2021	Food preparation workers
35-9021	Dishwashers
35-1012	First-Line supervisors of food prep and serving workers
35-9011	Dining room and cafeteria attendants/ bartender helpers
37-2012	Maids and housekeeping cleaners
35-3011	Bartenders
41-2011	Cashiers
35-9031	Hosts and hostesses, restaurant, lounge and coffee shop

Sources: BLS: Occupational Employment Statistics Survey, May 2015

## 4 OCCUPATIONAL ANALYSIS

Understanding how industries are expected to grow or decline and estimating their job creation potential provides one aspect of the overall workforce needs. The more important aspect, however, is the composition of those expected jobs and their educational attainment and skills needs. In this section, we convert industry job creation projections into occupational projections.

### 4.1 Current Occupational Profile

Occupations are commonly classified using the Standard Occupational Classification (SOC) system, developed by the Bureau of Labor Statistics. This system classifies all workers into one of 840 detailed occupations with similar job duties, skills, education and training. These detailed occupations are not generally industry-specific but are common to many industries. For example, retail salespersons are employed in a full spectrum of industries.

Detailed occupations are aggregated into 23 major groups, which include broad descriptive categories such as production occupations, management occupations and business and financial operations occupations.

The occupational profile of Los Angeles County is shown in Exhibit 4-1. These are the occupations of the jobs that are located in Los Angeles County. (This data is not available at the City level.)

There is a diversity of occupations, as would be expected from such a large economy. The largest occupational group is office and administrative support, accounting for 17.7 percent of all jobs in the region. This is followed by sales occupations, accounting for just over ten percent. These two occupational groups represent a variety of detailed occupations that are employed across many industries. The third largest occupational group, food preparation and serving occupations, accounted for 9.2 percent of all jobs. These are more likely to be found in restaurants and other food services establishments.

Healthcare occupations, including both practitioners and support occupations, account for 7.4 percent of jobs in Los Angeles County.

**Exhibit 4-1**  
**Occupational Profile 2015**  
**(% of Employment)**

SOC	Occupational Group	
11-0000	Management occupations	5.7%
13-0000	Business and financial operations	5.6%
15-0000	Computer and mathematical science	2.4%
17-0000	Architecture and engineering	1.7%
19-0000	Life, physical and social science	0.9%
21-0000	Community and social services	1.6%
23-0000	Legal occupations	1.0%
25-0000	Education, training and library	5.7%
27-0000	Arts, design, entertainment, sports, media	3.6%
29-0000	Healthcare practitioners and technical	5.0%
31-0000	Healthcare support	2.4%
33-0000	Protective services	2.7%
35-0000	Food preparation and serving	9.2%
37-0000	Building/grounds cleaning and maintenance	2.7%
39-0000	Personal care and service	2.7%
41-0000	Sales and related	10.4%
43-0000	Office and administrative support	17.7%
45-0000	Farming, fishing and forestry	0.1%
47-0000	Construction and extraction	2.5%
49-0000	Installation, maintenance and repair	3.0%
51-0000	Production	6.5%
53-0000	Transportation/material moving	7.2%
<b>Total</b>		<b>100.0%</b>

Sources: BLS: Occupational Employment Statistics Survey, May 2015

Blue-collar occupations, such as those in construction, protective services, maintenance production and transportation account for almost 22 percent of all jobs, a measure of how important these sectors are to the region's economy. ❖

### 4.2 Projected Occupational Needs

The growth of industries in the region will precipitate the growth of particular occupations. The overall net growth of an occupation is a consequence of its contribution to industries that are growing and to industries that are declining. This may result in an occupation experiencing no or little growth as workers that had been employed in a failing industry shift to similar roles in industries that are growing, or as workers in certain occupations are replaced with improved technologies or processes.

In addition to the growth and decline of industries, workers within industries leave current positions, either through retirement or through promotion, or for other reasons, leaving positions open and in need of replacement. Replacement rates depend on several factors. The age profile of the existing workforce can portend high replacement rates, such as occurs in many manufacturing industries as highly-skilled craftsmen are reaching retirement age and younger workers have not been trained or received apprenticeships to replace them. Occupations that enable current workers to gain valuable skills through on-the-job training will encourage them to move into higher-skilled occupations and leave jobs opening for those with less experience. Industries that are undergoing technological change may find that new processes require fewer workers, leaving fewer openings available as workers retire or leave for other positions.

The Census Bureau estimates replacement needs by industry and occupation through detailed surveys of employers and households. These take into account industry changes, the age of the current workforce within each industry and occupation, and the nature of the career path. These estimates are an important component of occupational job openings and workforce development needs, since the retirement and promotion of individuals leave openings for newer entrants and those moving up the career ladder to assume.

Projected new openings are calculated by applying the industry occupational composition to the detailed industry employment forecast, and occupational forecasts are aggregated across industries.

Projected job openings by major occupational group in Los Angeles County are presented in Exhibit 4-2, and in the City of Los Angeles in Exhibit 4-3.

The largest number of overall openings will occur in the largest occupational groups, such as office and administrative support occupations, food preparation and serving occupations, and healthcare occupations (practitioners, technicians and support). Other occupations that will provide large number of openings are personal care occupations, sales occupations, education and training occupations, and transportation and material moving occupations.

Data do not sum to estimated industry job creation shown in Section 3 due to non-disclosed data and rounding across all detailed occupations.

**Exhibit 4-2**

**Occupational Growth in Los Angeles County 2015-2020**

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	15,420	18,490	33,910
13-0000	Business and financial	15,720	18,210	33,930
15-0000	Computer and mathematical	10,050	8,540	18,580
17-0000	Architecture and engineering	4,700	7,320	12,020
19-0000	Life, physical, social science	2,180	3,250	5,430
21-0000	Community and social services	7,840	7,320	15,160
23-0000	Legal occupations	2,970	2,290	5,260
25-0000	Education, training and library	8,980	11,420	20,400
27-0000	Arts, entertainment, sports	5,440	10,280	15,720
29-0000	Healthcare practitioners	24,660	18,470	43,130
31-0000	Healthcare support	15,720	10,560	26,270
33-0000	Protective services	6,690	7,800	14,490
35-0000	Food preparation and serving	40,750	73,930	114,680
37-0000	Building/grounds maintenance	17,550	11,630	29,180
39-0000	Personal care and service	20,380	19,150	39,530
41-0000	Sales and related	17,990	63,010	81,000
43-0000	Office and administrative	52,360	63,410	115,770
45-0000	Farming, fishing and forestry	220	560	780
47-0000	Construction and extraction	14,440	8,190	22,620
49-0000	Installation, maint / repair	8,400	15,130	23,540
51-0000	Production	11,470	24,190	35,660
53-0000	Transportation/material moving	17,190	29,260	46,450
<b>Total*</b>		<b>321,100</b>	<b>432,400</b>	<b>750,500</b>

\* May not sum due to rounding  
Source: Estimates by LAEDC

**Exhibit 4-3**

**Occupational Growth in City of Los Angeles 2015-2020**

SOC	Occupational Group	New Jobs	Replacement	Total *
11-0000	Management occupations	6,030	8,290	14,310
13-0000	Business and financial	6,590	9,490	16,080
15-0000	Computer and mathematical	4,000	3,790	7,790
17-0000	Architecture and engineering	1,980	3,260	5,240
19-0000	Life, physical, social science	980	2,270	3,260
21-0000	Community and social services	3,350	4,440	7,790
23-0000	Legal occupations	1,350	1,510	2,860
25-0000	Education, training and library	3,700	5,180	8,880
27-0000	Arts, entertainment, sports	1,840	4,020	5,870
29-0000	Healthcare practitioners	8,720	7,720	16,440
31-0000	Healthcare support	5,880	4,250	10,130
33-0000	Protective services	3,090	10,150	13,240
35-0000	Food preparation and serving	15,300	27,600	42,900
37-0000	Building/grounds maintenance	6,490	4,860	11,360
39-0000	Personal care and service	8,270	7,810	16,080
41-0000	Sales and related	6,550	22,280	28,830
43-0000	Office and administrative	20,100	27,270	47,370
45-0000	Farming, fishing and forestry	80	240	320
47-0000	Construction and extraction	4,820	3,590	8,410
49-0000	Installation, maint / repair	3,070	6,140	9,210
51-0000	Production	3,930	7,560	11,490
53-0000	Transportation/material moving	6,030	10,850	16,880
<b>Total*</b>		<b>122,160</b>	<b>182,590</b>	<b>304,750</b>

\* May not sum due to rounding  
Source: Estimates by LAEDC

Within each occupational group are 840 detailed occupations. Detailed occupations are differentiated according to jobs skills, abilities and work experience required. They are not generally industry specific but are common to several industries. For example, retail salespersons are employed in a full spectrum of industries.

Exhibit 4-4 presents the top 25 detailed occupations by projected job openings (new jobs and replacement jobs) between 2015 and 2020 in Los Angeles County and in the City of Los Angeles. These twenty-five occupations will account for almost 42 percent of all job openings in all occupations.

The largest number of openings will be found in occupations related to the largest major occupational groups: combined food preparation and serving workers and waiters and waitresses, which are both in the food preparation and serving occupational group; cashiers and retail salespersons, which are in the sales occupational group; and customer service representatives and office clerks, which are in office and administrative support occupational group.

Other occupations with large numbers of openings expected over the next five years are registered nurses, laborers and freight movers, janitors and cleaners, and personal care aides.

A complete list of all occupational projections for Los Angeles County is in Exhibit A-5 in the appendix.

#### Exhibit 4-4

#### Occupational Growth in Los Angeles County 2015-2020 Top 25 Detailed Occupations

SOC	Detailed Occupation	LA County	LA City
35-3021	Combined food preparation and serving workers	28,700	10,840
35-3031	Waiters and waitresses	27,120	10,200
41-2011	Cashiers	24,480	8,650
41-2031	Retail salespersons	23,170	7,810
43-4051	Customer service representatives	16,690	6,750
53-7062	Laborers and freight, stock, and material movers, hand	16,350	6,370
43-9061	Office clerks, general	16,110	5,620
29-1111	Registered nurses	14,120	5,150
37-2011	Janitors and cleaners, except maids and housekeeping cleaners	13,380	5,150
39-9021	Personal care aides	11,440	4,720
43-5081	Stock clerks and order fillers	10,840	4,230
11-1021	General and operations managers	10,740	3,770
43-6014	Secretaries and administrative assistants	8,960	3,710
35-3022	Counter attendants, cafeteria, food concession and coffee shop	8,810	3,710
39-9011	Childcare workers	8,520	3,620
13-2011	Accountants and auditors	8,360	3,300
31-1014	Nursing assistants	8,270	3,280
43-1011	First-line supervisors of office and administrative support workers	7,980	3,200
33-9032	Security guards	7,790	2,920
43-4171	Receptionists and information clerks	7,420	2,900
35-2014	Cooks, restaurant	7,280	2,870
41-4012	Sales representatives, wholesale and manufacturing, except technical and scientific products	7,200	2,870
31-1011	Home health aides	7,170	2,850
37-3011	Landscaping and groundskeeping workers	7,100	2,740
35-1012	First-line supervisors of food preparation and serving workers	6,650	2,680
<b>Total*</b>		<b>314,650</b>	<b>119,900</b>

\* May not sum due to rounding

Source: Estimates by LAEDC

**Education and Skills Requirements**

Careful examination of the detailed occupations that will provide the most job openings in the next five years as shown in Exhibit 4-4 reveal that many of these occupations require lower levels of education and training. The expected openings for these job market participants are especially important to understand given the capabilities of the local labor supply.

The education and work experience needed for an entry level position in each of the top twenty-five occupations is shown in Exhibit 4-5.

Entry level education requirements are as follows: 3=Bachelor’s degree; 4=Associate’s degree; 5=Post-secondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; and 8=Less than high school. Short-term on-the-job training is training of less than one month. Moderate on-the-job training is training from 1 to 12 months.

Most occupations in the exhibit require a high school diploma or less and no work experience. The median wages shown for each occupation reflect the degree of preparation and skills levels needed, as most of them are below the average wage paid to workers in Los Angeles County.

A complete list of all occupational projections for Los Angeles County and the City of Los Angeles, along with their entry level educational and work experience requirements are provided in Exhibit A-5 in the appendix. ❖

**Exhibit 4-5  
Median Wage and Entry Level Requirements for  
Top 25 Detailed Occupations 2015-2020**

SOC	Detailed Occupation	Median Annual Wage	Entry Level		OJT
			Educ	Work Exp	
35-3021	Combined food preparation and serving workers	\$ 19,650	8	None	ST
35-3031	Waiters and waitresses	22,540	8	None	ST
41-2011	Cashiers	19,890	8	None	ST
41-2031	Retail salespersons	23,020	8	None	ST
43-4051	Customer service representatives	35,510	7	None	ST
53-7062	Laborers and freight, stock, and material movers, hand	24,330	8	None	ST
43-9061	Office clerks, general	30,840	7	None	ST
29-1111	Registered nurses	98,380	4	None	None
37-2011	Janitors and cleaners, except maids and housekeeping cleaners	26,560	8	None	ST
39-9021	Personal care aides	20,790	8	None	ST
43-5081	Stock clerks and order fillers	22,880	8	None	ST
11-1021	General and operations managers	105,530	3	<5 yrs	None
43-6014	Secretaries and administrative assistants	38,240	7	None	ST
35-3022	Counter attendants, cafeteria, food concession and coffee shop	19,780	8	None	ST
39-9011	Childcare workers	23,600	7	None	ST
13-2011	Accountants and auditors	72,090	3	None	None
31-1014	Nursing assistants	28,870	5	None	None
43-1011	First-line supervisors of office and administrative support workers	56,510	7	<5 yrs	None
33-9032	Security guards	23,730	7	None	ST
43-4171	Receptionists and information clerks	28,380	7	None	ST
35-2014	Cooks, restaurant	23,880	8	<5 yrs	MT
41-4012	Sales representatives, wholesale and manufacturing, except technical and scientific products	47,970	7	None	MT
31-1011	Home health aides	23,540	8	None	ST
37-3011	Landscaping and groundskeeping workers	25,680	8	None	ST
35-1012	First-line supervisors of food preparation and serving workers	31,590	7	<5 yrs	None

ST=short term; MT=moderate-term  
Source: Estimates by LAEDC

## 5 LOS ANGELES IN THE CALIFORNIA CONTEXT

The discussion has focused on Los Angeles County and the City of Los Angeles. Workforce development planning is intended to be a regional effort, in recognition of the integration of cities and counties into functioning, inter-related economic regions. The California Annual Plan contains its own state-level labor market analysis. In addition to an overview of economic and demographic conditions, it provides projections of employment and occupational growth over the period from 2012 to 2022.

In this section, the identification of target industries above is compared to the findings of the California labor market analysis produced by the Employment Development Department.

### 5.1 California's Labor Market Analysis

The labor market analysis in the California Annual Plan identifies "target" industries using three metrics: (1) the absolute number of jobs projected to be added in each industry; (2) the growth rate of industries over the forecast period; and (3) middle-skilled occupations.

#### *High Job Creation Potential*

Large industries, such as those that are population-serving industries, in general are those that generate the largest number of jobs in absolute terms—even though they may be quite slow growing. The largest industries in California are those that are expected to add the highest absolute number of jobs, including:

- Social assistance;
- Ambulatory health care services; and
- Educational services.

#### *Industries with Highest Growth Rate*

The labor market analysis identifies those super sectors that are projected to have the fastest growth rate, regardless of size, including:

- Construction;
- Education and health care services;
- Professional and business services; and
- Leisure and hospitality.

Individual industries that have grown the most quickly over the past three years include several information technology industries, professional services industries and industries associated with California's housing and construction sector.

#### *Middle-Skilled Occupations with Highest Needs*

Middle-skilled jobs are those that require candidates with an educational attainment of more than high school credential but less than a bachelor's degree. Many projected job openings fall into this category. It is expected that these occupations will pay higher wages than occupations requiring lower levels of education. Middle-skilled occupations projected to have the highest number of job openings (generated through both job growth and through replacement needs of existing workers) over the forecast period include:

- Registered nurses;
- Teacher assistants;
- Heavy and tractor-trailer truck drivers;
- Nursing assistants;
- Medical assistants; and
- Licensed practical / licensed vocational nurses.

The state-level labor market analysis also identifies the sub-regions of the state and notes that these are differentiated according to prevailing wages, occupational distribution and industry make-up.

Employment and occupational projections are based on the ten-year period from 2012 through 2022. This period encapsulates in its first few years a somewhat faster job growth out of the recession than is expected to persist beyond 2015. As the projections are based on a ten-year period rather than a five-year period as used in this report, the absolute numbers of job creation estimates are based on ten years of growth. Furthermore, the projections are based on statewide industry and employment growth. ❖

## 5.2 The Los Angeles Region

The findings in this report are based on the industry and occupational structure of the Los Angeles region. As noted in the sections above, this region is more specialized in a number of industries that the area is competitive in.

As such, its growth industries and those which are identified as targets differ somewhat from the state level findings. These include:

- Entertainment-related industries;
- Aerospace and analytical instruments;
- Trade and logistics; and
- Hospitality and tourism.

Still, large population-serving industries that are projected to add significant numbers of jobs are consistent across all regions. These include:

- Health care services;
- Social assistance;
- Construction; and
- Professional and business services.

Several fast-growing industries identified in the California analysis are associated with industries concentrated in the Bay area, such as computer systems design and other information services. While the latter is an industry showing potential growth in the Los Angeles region, it is still quite small.

Projections for middle-skilled occupations are similar across regions as most of these emanate from population-serving industries.

The projections in this report are based on the five-year period from 2015 to 2020. This period reflects a somewhat slower growth rate than the years immediately following the recession as the business cycle is now more mature, hence the annual projections of job growth are similarly proportionately smaller. ❖

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## APPENDIX

## Exhibit A-1

Private Sector Industry Employment  
Los Angeles County 2014

NAICS	Industry	Employment	% of total
211	Oil and gas extraction	2,227	0.1%
212	Mining, except oil and gas	357	0.0%
213	Support activities for mining	2,058	0.1%
221	Utilities	12,019	0.3%
236	Construction of buildings	28,802	0.8%
237	Heavy and civil engineering construction	13,237	0.4%
238	Specialty trade contractors	76,684	2.1%
311	Food manufacturing	38,463	1.1%
312	Beverage and tobacco prod manufacturing	5,336	0.1%
313	Textile mills	6,400	0.2%
314	Textile product mills	4,354	0.1%
315	Apparel manufacturing	43,831	1.2%
316	Leather and allied product manufacturing	1,908	0.1%
321	Wood product manufacturing	2,907	0.1%
322	Paper manufacturing	6,718	0.2%
323	Printing and related support activities	14,743	0.4%
324	Petroleum and coal prods manufacturing	4,726	0.1%
325	Chemical manufacturing	20,229	0.6%
326	Plastics and rubber prods manufacturing	13,413	0.4%
327	Nonmetallic mineral prod manufacturing	5,460	0.2%
331	Primary metal manufacturing	6,827	0.2%
332	Fabricated metal product manufacturing	43,719	1.2%
333	Machinery manufacturing	15,198	0.4%
334	Computer / electronic prod manufacturing	38,453	1.1%
335	Electrical equipment and appliance mfg.	9,206	0.3%
336	Transportation equipment manufacturing	46,116	1.3%
337	Furniture and related prod manufacturing	14,123	0.4%
339	Miscellaneous manufacturing	19,061	0.5%
423	Merchant wholesalers, durable goods	100,258	2.8%
424	Merchant wholesalers, nondurable goods	99,759	2.8%
425	Electronic markets and agents	20,341	0.6%
441	Motor vehicle and parts dealers	43,992	1.2%
442	Furniture and home furnishings stores	13,292	0.4%
443	Electronics and appliance stores	16,953	0.5%
444	Building material and garden supply stores	23,973	0.7%
445	Food and beverage stores	91,697	2.5%
446	Health and personal care stores	30,061	0.8%
447	Gasoline stations	11,418	0.3%
448	Clothing and clothing accessories stores	52,875	1.5%
451	Sporting, hobby, book / music stores	15,980	0.4%
452	General merchandise stores	72,968	2.0%
453	Miscellaneous store retailers	26,332	0.7%
454	Nonstore retailers	11,054	0.3%
481	Air transportation	19,772	0.5%
482	Rail transportation	20	0.0%
483	Water transportation	3,482	0.1%

## Exhibit A-1 (cont'd)

NAICS	Industry	Employment	% of total
484	Truck transportation	27,826	0.8%
485	Transit and ground passenger transport	12,815	0.4%
486	Pipeline transportation	595	0.0%
487	Scenic and sightseeing transportation	727	0.0%
488	Support activities for transportation	44,104	1.2%
491	Postal service	165	0.0%
492	Couriers and messengers	19,087	0.5%
493	Warehousing and storage	14,891	0.4%
511	Publishing industries, except internet	14,206	0.4%
512	Motion picture and sound recording	121,758	3.4%
515	Broadcasting, except internet	20,051	0.6%
517	Telecommunications	24,918	0.7%
518	Data processing, hosting, related services	5,581	0.2%
519	Other information services	10,583	0.3%
521	Monetary authorities - central bank	223	0.0%
522	Credit intermediation and related activities	63,657	1.8%
523	Securities, commodities, investments	23,976	0.7%
524	Insurance carriers and related activities	43,697	1.2%
525	Funds, trusts, and other financial vehicles	417	0.0%
531	Real estate	56,076	1.5%
532	Rental and leasing services	19,055	0.5%
533	Lessors of nonfinancial intangible assets	746	0.0%
541	Professional and technical services	275,655	7.6%
551	Management of companies / enterprises	58,826	1.6%
561	Administrative and support services	255,251	7.0%
562	Waste mgmt and remediation services	9,841	0.3%
611	Educational services	104,705	2.9%
621	Ambulatory health care services	194,045	5.4%
622	Hospitals	110,731	3.1%
623	Nursing and residential care facilities	77,322	2.1%
624	Social assistance	228,018	6.3%
711	Performing arts and spectator sports	36,676	1.0%
712	Museums, historical sites, zoos, and parks	4,830	0.1%
713	Amusements, gambling, and recreation	37,934	1.0%
721	Accommodation	44,421	1.2%
722	Food services and drinking places	340,493	9.4%
811	Repair and maintenance	37,508	1.0%
812	Personal and laundry services	52,168	1.4%
813	Membership associations and orgs	42,442	1.2%

Sources: California Employment Development Department, LAEDC

## Exhibit A-2

Private Sector Industry Employment  
City of Los Angeles 2014

NAICS	Industry	Employment	% of total
211	Oil and gas extraction	509	0.0%
212	Mining, except oil and gas	100	0.0%
213	Support activities for mining	400	0.0%
221	Utilities	1,401	0.1%
236	Construction of buildings	10,219	0.8%
237	Heavy and civil engineering construction	3,367	0.3%
238	Specialty trade contractors	24,886	1.9%
311	Food manufacturing	9,474	0.7%
312	Beverage and tobacco prod manufacturing	2,260	0.2%
313	Textile mills	2,561	0.2%
314	Textile product mills	1,271	0.1%
315	Apparel manufacturing	18,420	1.4%
316	Leather and allied product manufacturing	404	0.0%
321	Wood product manufacturing	714	0.1%
322	Paper manufacturing	553	0.0%
323	Printing and related support activities	4,411	0.3%
324	Petroleum and coal prods manufacturing	1,387	0.1%
325	Chemical manufacturing	8,512	0.7%
326	Plastics and rubber prods manufacturing	2,485	0.2%
327	Nonmetallic mineral prod manufacturing	1,768	0.1%
331	Primary metal manufacturing	602	0.0%
332	Fabricated metal product manufacturing	10,552	0.8%
333	Machinery manufacturing	2,358	0.2%
334	Computer / electronic prod manufacturing	10,967	0.8%
335	Electrical equipment and appliance mfg.	1,782	0.1%
336	Transportation equipment manufacturing	5,023	0.4%
337	Furniture and related prod manufacturing	3,716	0.3%
339	Miscellaneous manufacturing	6,384	0.5%
423	Merchant wholesalers, durable goods	24,923	1.9%
424	Merchant wholesalers, nondurable goods	37,372	2.9%
425	Electronic markets and agents	7,368	0.6%
441	Motor vehicle and parts dealers	11,696	0.9%
442	Furniture and home furnishings stores	4,624	0.4%
443	Electronics and appliance stores	5,702	0.4%
444	Building material and garden supply stores	8,786	0.7%
445	Food and beverage stores	32,977	2.5%
446	Health and personal care stores	10,879	0.8%
447	Gasoline stations	4,133	0.3%
448	Clothing and clothing accessories stores	18,649	1.4%
451	Sporting, hobby, book / music stores	4,631	0.4%
452	General merchandise stores	20,948	1.6%
453	Miscellaneous store retailers	11,669	0.9%
454	Nonstore retailers	3,778	0.3%
481	Air transportation	16,861	1.3%
482	Rail transportation	-	-
483	Water transportation	959	0.1%

## Exhibit A-2 (cont'd)

NAICS	Industry	Employment	% of total
484	Truck transportation	4,956	0.4%
485	Transit and ground passenger transport	4,721	0.4%
486	Pipeline transportation	189	0.0%
487	Scenic and sightseeing transportation	300	0.0%
488	Support activities for transportation	13,402	1.0%
491	Postal service	68	0.0%
492	Couriers and messengers	9,512	0.7%
493	Warehousing and storage	1,324	0.1%
511	Publishing industries, except internet	6,438	0.5%
512	Motion picture and sound recording	29,571	2.3%
515	Broadcasting, except internet	14,309	1.1%
517	Telecommunications	8,254	0.6%
518	Data processing, hosting, related services	1,305	0.1%
519	Other information services	3,272	0.3%
521	Monetary authorities - central bank	223	0.0%
522	Credit intermediation and related activities	23,736	1.8%
523	Securities, commodities, investments	13,405	1.0%
524	Insurance carriers and related activities	20,590	1.6%
525	Funds, trusts, and other financial vehicles	43	0.0%
531	Real estate	24,888	1.9%
532	Rental and leasing services	8,458	0.7%
533	Lessors of nonfinancial intangible assets	269	0.0%
541	Professional and technical services	118,458	9.1%
551	Management of companies / enterprises	19,251	1.5%
561	Administrative and support services	91,301	7.1%
562	Waste mgmt and remediation services	1,879	0.1%
611	Educational services	39,503	3.1%
621	Ambulatory health care services	70,807	5.5%
622	Hospitals	33,624	2.6%
623	Nursing and residential care facilities	29,635	2.3%
624	Social assistance	96,838	7.5%
711	Performing arts and spectator sports	16,840	1.3%
712	Museums, historical sites, zoos, and parks	3,588	0.3%
713	Amusements, gambling, and recreation	9,451	0.7%
721	Accommodation	17,682	1.4%
722	Food services and drinking places	128,493	9.9%
811	Repair and maintenance	12,392	1.0%
812	Personal and laundry services	21,414	1.7%
813	Membership associations and orgs	20,176	1.6%

Sources: California Employment Development Department; LAEDC

**Exhibit A-3**  
**Competitiveness of Private Sector Industries 2014**  
**(Location Quotients v. US)**

NAICS	Industry	LA County	LA City
211	Oil and gas extraction	0.4	-
212	Mining, except oil and gas	0.1	-
213	Support activities for mining	0.2	-
221	Utilities	0.7	0.2
236	Construction of buildings	0.7	0.7
237	Heavy and civil engineering construction	0.5	0.3
238	Specialty trade contractors	0.7	0.6
311	Food manufacturing	0.9	0.5
312	Beverage and tobacco prod manufacturing	0.8	0.9
313	Textile mills	1.8	1.9
314	Textile product mills	1.3	1.0
315	Apparel manufacturing	10.3	11.4
316	Leather and allied product manufacturing	2.2	1.2
321	Wood product manufacturing	0.3	0.2
322	Paper manufacturing	0.6	0.1
323	Printing and related support activities	1.1	0.8
324	Petroleum and coal prods manufacturing	1.4	1.1
325	Chemical manufacturing	0.8	0.9
326	Plastics and rubber prods manufacturing	0.7	0.3
327	Nonmetallic mineral prod manufacturing	0.5	0.4
331	Primary metal manufacturing	0.6	0.1
332	Fabricated metal product manufacturing	1.0	0.6
333	Machinery manufacturing	0.4	0.2
334	Computer / electronic prod manufacturing	1.2	0.9
335	Electrical equipment and appliance mfg.	0.8	0.4
336	Transportation equipment manufacturing	1.0	0.3
337	Furniture and related prod manufacturing	1.3	0.9
339	Miscellaneous manufacturing	1.1	0.9
423	Merchant wholesalers, durable goods	1.1	0.7
424	Merchant wholesalers, nondurable goods	1.6	1.6
425	Electronic markets and agents	0.7	0.7
441	Motor vehicle and parts dealers	0.8	0.5
442	Furniture and home furnishings stores	1.0	0.9
443	Electronics and appliance stores	1.1	1.0
444	Building material and garden supply stores	0.6	0.6
445	Food and beverage stores	1.0	0.9
446	Health and personal care stores	1.0	0.9
447	Gasoline stations	0.4	0.4
448	Clothing and clothing accessories stores	1.3	1.2
451	Sporting, hobby, book / music stores	0.9	0.6
452	General merchandise stores	0.8	0.6
453	Miscellaneous store retailers	1.1	1.2
454	Nonstore retailers	0.7	0.7
481	Air transportation	1.5	3.3
482	Rail transportation	0.9	-
483	Water transportation	1.7	1.2

**Exhibit A-3 (cont'd)**

NAICS	Industry	LA County	LA City
484	Truck transportation	0.6	0.3
485	Transit and ground passenger transport	0.9	0.9
486	Pipeline transportation	0.4	0.3
487	Scenic and sightseeing transportation	0.8	-
488	Support activities for transportation	2.3	1.9
491	Postal service	1.0	1.0
492	Couriers and messengers	1.1	1.5
493	Warehousing and storage	0.7	0.2
511	Publishing industries, except internet	0.6	0.8
512	Motion picture and sound recording	10.4	6.6
515	Broadcasting, except internet	2.3	4.4
517	Telecommunications	1.0	0.8
518	Data processing, hosting, related services	0.7	0.4
519	Other information services	1.6	1.3
521	Monetary authorities - central bank	0.4	1.0
522	Credit intermediation and related activities	0.8	0.8
523	Securities, commodities, investments	0.9	1.3
524	Insurance carriers and related activities	0.7	0.8
525	Funds, trusts, and other financial vehicles	2.4	0.6
531	Real estate	1.2	1.4
532	Rental and leasing services	1.2	1.4
533	Lessors of nonfinancial intangible assets	1.0	1.0
541	Professional and technical services	1.1	1.2
551	Management of companies / enterprises	0.9	0.8
561	Administrative and support services	1.0	1.0
562	Waste mgmt and remediation services	0.8	0.4
611	Educational services	1.3	1.3
621	Ambulatory health care services	1.0	0.9
622	Hospitals	0.8	0.6
623	Nursing and residential care facilities	0.8	0.8
624	Social assistance	2.3	2.5
711	Performing arts and spectator sports	2.7	3.3
712	Museums, historical sites, zoos, and parks	1.1	2.1
713	Amusements, gambling, and recreation	0.8	0.5
721	Accommodation	0.8	0.8
722	Food services and drinking places	1.1	1.0
811	Repair and maintenance	1.0	0.9
812	Personal and laundry services	1.3	1.3
813	Membership associations and orgs	1.0	1.3

Sources: California Employment Development Department; estimates by LAEDC

**Exhibit A-4**  
**Projected New Job Creation 2015-2020**

NAICS	Industry	Annual Average Percent Change	Number of New Jobs in LA County	Number of New Jobs in LA City
211	Oil and gas extraction	(0.2)	78	18
212	Mining, except oil and gas	(0.2)	12	3
213	Support activities for mining	(0.2)	72	14
221	Utilities	0.1	(153)	(18)
236	Construction of buildings	3.6	4,557	1,617
237	Heavy and civil engineering construction	2.7	2,449	622
238	Specialty trade contractors	3.7	13,648	4,424
311	Food manufacturing	0.1	393	97
312	Beverage and tobacco prod manufacturing	(0.6)	(54)	(23)
313	Textile mills	(1.9)	(361)	(144)
314	Textile product mills	(1.8)	(77)	(23)
315	Apparel manufacturing	0.4	348	146
316	Leather and allied product manufacturing	(0.5)	226	48
321	Wood product manufacturing	1.4	322	79
322	Paper manufacturing	(0.8)	19	2
323	Printing and related support activities	0.1	575	172
324	Petroleum and coal prods manufacturing	0.0	(13)	(4)
325	Chemical manufacturing	0.6	593	249
326	Plastics and rubber prods manufacturing	0.2	339	63
327	Nonmetallic mineral prod manufacturing	0.7	485	157
331	Primary metal manufacturing	0.2	192	17
332	Fabricated metal product manufacturing	(0.2)	152	37
333	Machinery manufacturing	(0.5)	(58)	(9)
334	Computer / electronic prod manufacturing	(0.0)	830	237
335	Electrical equipment and appliance mfg.	(0.6)	(312)	(60)
336	Transportation equipment manufacturing	0.0	608	66
337	Furniture and related prod manufacturing	1.8	1,238	326
339	Miscellaneous manufacturing	0.0	(226)	(76)
423	Merchant wholesalers, durable goods	1.0	2,892	718
424	Merchant wholesalers, nondurable goods	1.4	5,495	2,058
425	Electronic markets and agents	2.6	2,694	976
441	Motor vehicle and parts dealers	1.1	1,565	416
442	Furniture and home furnishings stores	(0.9)	(949)	(330)
443	Electronics and appliance stores	(0.5)	(829)	(279)
444	Building material and garden supply stores	0.4	398	146
445	Food and beverage stores	0.9	3,978	1,431
446	Health and personal care stores	0.5	789	285
447	Gasoline stations	0.9	384	139
448	Clothing and clothing accessories stores	(0.2)	(1,297)	(457)
451	Sporting, hobby, book / music stores	0.7	(306)	(89)
452	General merchandise stores	1.3	4,344	1,247
453	Miscellaneous store retailers	(0.2)	(630)	(280)
454	Nonstore retailers	2.8	1,936	660
481	Air transportation	0.8	575	490
482	Rail transportation	0.8	2	-
483	Water transportation	0.8	101	28

## Exhibit A-4 (Cont'd)

NAICS	Industry	Annual Average Percent Change	Number of New Jobs in LA County	Number of New Jobs in LA City
484	Truck transportation	0.8	810	144
485	Transit and ground passenger transport	0.8	373	137
486	Pipeline transportation	0.8	17	5
487	Scenic and sightseeing transportation	0.8	21	9
488	Support activities for transportation	0.8	1,282	389
491	Postal service	0.1	(2)	(1)
492	Couriers and messengers	0.8	557	276
493	Warehousing and storage	0.8	433	38
511	Publishing industries, except internet	(0.7)	(787)	(357)
512	Motion picture and sound recording	0.7	5,634	1,374
515	Broadcasting, except internet	0.6	(35)	(25)
517	Telecommunications	(1.0)	(908)	(301)
518	Data processing, hosting, related services	2.3	635	148
519	Other information services	5.1	3,921	1,212
521	Monetary authorities - central bank	1.4	8	21
522	Credit intermediation and related activities	1.4	5,954	2,220
523	Securities, commodities, investments	1.4	2,249	1,254
524	Insurance carriers and related activities	1.4	4,088	1,926
525	Funds, trusts, and other financial vehicles	1.4	29	4
531	Real estate	1.6	4,435	1,969
532	Rental and leasing services	1.6	1,508	669
533	Lessors of nonfinancial intangible assets	1.6	59	21
541	Professional and technical services	2.2	33,303	14,307
551	Management of companies / enterprises	1.5	3,991	1,306
561	Administrative and support services	3.7	57,556	20,645
562	Waste mgmt and remediation services	3.7	2,225	425
611	Educational services	1.2	4,863	1,834
621	Ambulatory health care services	2.9	29,194	10,649
622	Hospitals	2.9	16,652	5,057
623	Nursing and residential care facilities	2.9	11,625	4,457
624	Social assistance	2.9	34,298	14,565
711	Performing arts and spectator sports	1.5	1,975	906
712	Museums, historical sites, zoos, and parks	1.5	260	193
713	Amusements, gambling, and recreation	1.5	2,039	508
721	Accommodation	2.5	5,157	2,050
722	Food services and drinking places	2.5	39,506	14,900
811	Repair and maintenance	1.5	3,087	1,019
812	Personal and laundry services	2.4	5,614	2,304
813	Membership associations and orgs	1.4	2,886	1,366

Source: Estimates by LAEDC

## Exhibit A-5

## Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
11-1011	Chief Executives	1,308	571	3	≥5 years	None	N/A
11-1021	General and Operations Managers	10,736	4,226	3	<5 years	None	107,557
11-1031	Legislators	85	206	3	<5 years	None	N/A
11-2011	Advertising and Promotions Managers	248	106	3	<5 years	None	126,568
11-2021	Marketing Managers	1,070	403	3	≥5 years	None	139,984
11-2022	Sales Managers	1,845	659	3	<5 years	None	109,845
11-2031	Public Relations and Fundraising Managers	318	147	3	≥5 years	None	96,866
11-3011	Administrative Services Managers	1,166	519	3	<5 years	None	89,960
11-3021	Computer and Information Systems Managers	1,489	617	3	≥5 years	None	140,816
11-3031	Financial Managers	2,464	1,054	3	≥5 years	None	138,653
11-3051	Industrial Production Managers	520	150	3	≥5 years	None	96,054
11-3061	Purchasing Managers	311	128	3	≥5 years	None	102,710
11-3071	Transportation, Storage, and Distribution Managers	460	197	7	≥5 years	None	83,678
11-3111	Compensation and Benefits Managers	93	40	3	≥5 years	None	112,403
11-3121	Human Resources Managers	671	290	3	≥5 years	None	116,646
11-3131	Training and Development Managers	173	71	3	≥5 years	None	116,522
11-9013	Farmers, Ranchers, and Other Agricultural Managers	7	3	7	≥5 years	None	100,027
11-9021	Construction Managers	1,048	381	3	None	MT OJT	49,566
11-9031	Education Administrators, Preschool and Childcare	799	342	3	<5 years	None	N/A
11-9032	Education Administrators, Elementary and Secondary School	361	144	2	≥5 years	None	98,114
11-9033	Education Administrators, Postsecondary	200	76	2	≥5 years	None	98,384
11-9039	Education Administrators, All Other	86	63	3	<5 years	None	150,842
11-9041	Architectural and Engineering Managers	942	396	3	≥5 years	None	46,363
11-9051	Food Service Managers	1,197	453	7	<5 years	None	57,970
11-9061	Funeral Service Managers	74	30	4	<5 years	None	84,053
11-9071	Gaming Managers	7	2	7	≥5 years	MT OJT	50,128
11-9081	Lodging Managers	194	77	7	<5 years	None	117,291
11-9111	Medical and Health Services Managers	1,910	765	3	None	None	141,981
11-9121	Natural Sciences Managers	249	148	3	≥5 years	None	88,754
11-9141	Property, Real Estate, and Community Association Managers	1,146	528	7	<5 years	None	61,693
11-9151	Social and Community Service Managers	1,217	586	3	≥5 years	None	75,421
11-9161	Emergency Management Directors	20	21	3	≥5 years	None	112,694
11-9199	Managers, All Other	1,496	914	7	<5 years	None	120,744
13-1011	Agents and Business Managers of Artists, Performers, and	170	73	3	<5 years	None	89,877
13-1021	Buyers and Purchasing Agents, Farm Products	56	20	7	None	LT OJT	65,458
13-1022	Wholesale and Retail Buyers, Except Farm Products	601	199	7	None	LT OJT	50,461
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm	1,090	496	7	None	LT OJT	66,934
13-1031	Claims Adjusters, Examiners, and Investigators	1,006	636	7	None	LT OJT	67,808
13-1032	Insurance Appraisers, Auto Damage	58	27	5	None	MT OJT	69,909
13-1041	Compliance Officers	848	642	3	None	MT OJT	75,338
13-1051	Cost Estimators	1,341	437	3	None	None	64,314
13-1071	Human Resources Specialists	2,564	1,117	3	None	None	63,232
13-1075	Labor Relations Specialists	380	182	3	None	None	87,339
13-1081	Logisticians	378	182	3	None	None	83,304
13-1111	Management Analysts	2,726	1,343	3	<5 years	None	87,194
13-1121	Meeting, Convention, and Event Planners	408	172	3	None	None	52,915
13-1131	Fundraisers	350	155	3	None	None	67,330
13-1141	Compensation, Benefits, and Job Analysis Specialists	352	172	3	None	None	68,515

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; On-the-Job Training: I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

Exhibit A-5 (cont'd)

Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Education	Entry Level		Median Annual Wage
					Work Exp	On-the-Job Training to Attain Competency	
13-1151	Training and Development Specialists	1,250	527	3	<5 years	None	58,614
13-1161	Market Research Analysts and Marketing Specialists	2,326	915	3	None	None	64,750
13-1199	Business Operations Specialists, All Other	3,312	1,797	7	None	None	74,006
13-2011	Accountants and Auditors	8,359	3,714	3	None	None	71,531
13-2021	Appraisers and Assessors of Real Estate	172	118	3	None	LT OJT	84,510
13-2031	Budget Analysts	306	242	3	None	None	82,971
13-2041	Credit Analysts	386	146	3	None	None	70,845
13-2051	Financial Analysts	1,455	642	3	None	None	92,456
13-2052	Personal Financial Advisors	908	455	3	None	None	83,117
13-2053	Insurance Underwriters	428	198	3	None	MT OJT	68,952
13-2061	Financial Examiners	150	104	3	None	MT OJT	76,877
13-2071	Credit Counselors	123	50	3	None	MT OJT	44,907
13-2072	Loan Officers	1,372	525	3	None	MT OJT	84,282
13-2081	Tax Examiners and Collectors, and Revenue Agents	150	364	3	None	MT OJT	76,336
13-2082	Tax Preparers	493	212	7	None	MT OJT	40,394
13-2099	Financial Specialists, All Other	412	222	3	None	MT OJT	61,110
15-1121	Computer Systems Analysts	2,527	1,076	3	None	None	92,664
15-1122	Information Security Analysts	389	160	3	<5 years	None	101,109
15-1131	Computer Programmers	2,048	859	3	None	None	89,440
15-1132	Software Developers, Applications	3,447	1,355	3	None	None	103,750
15-1133	Software Developers, Systems Software	1,752	679	3	None	None	120,286
15-1134	Web Developers	739	284	4	None	None	67,142
15-1141	Database Administrators	560	234	3	<5 years	None	91,270
15-1142	Network and Computer Systems Administrators	1,702	695	3	None	None	80,974
15-1143	Computer Network Architects	638	269	3	≥5 years	None	113,298
15-1151	Computer User Support Specialists	2,649	1,064	6	None	MT OJT	53,248
15-1152	Computer Network Support Specialists	738	306	4	None	None	69,722
15-1199	Computer Occupations, All Other	652	445	3	None	None	79,123
15-2011	Actuaries	119	56	3	None	LT OJT	97,053
15-2021	Mathematicians	4	2	2	None	None	113,214
15-2031	Operations Research Analysts	425	197	3	None	None	83,262
15-2041	Statisticians	142	86	2	None	None	83,720
17-1011	Architects, Except Landscape and Naval	658	292	3	None	I/R	82,202
17-1012	Landscape Architects	128	58	3	None	I/R	93,995
17-1021	Cartographers and Photogrammetrists	53	34	3	None	None	71,822
17-1022	Surveyors	267	127	3	<5 years	None	88,150
17-2011	Aerospace Engineers	348	142	3	None	None	125,362
17-2031	Biomedical Engineers	104	41	3	None	None	87,838
17-2041	Chemical Engineers	167	69	3	None	None	84,136
17-2051	Civil Engineers	1,521	876	3	None	None	97,656
17-2061	Computer Hardware Engineers	165	65	3	None	None	107,349
17-2071	Electrical Engineers	862	329	3	None	None	108,930
17-2072	Electronics Engineers, Except Computer	603	269	3	None	None	104,790
17-2081	Environmental Engineers	304	173	3	None	None	105,165
17-2111	Health and Safety Engineers, Except Mining Safety Engineers	132	57	3	None	None	100,547
17-2112	Industrial Engineers	1,205	353	3	None	None	98,946
17-2121	Marine Engineers and Naval Architects	16	7	3	None	None	N/A
17-2131	Materials Engineers	135	50	3	None	None	101,858
17-2141	Mechanical Engineers	1,708	633	3	None	None	95,472

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; On-the-Job Training: I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)  
 Sources: Estimates by LAEDC; Education and skills requirements from BLS

## Exhibit A-5 (cont'd)

## Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
17-2151	Mining and Geological Engineers, Including Mining	12	5	3	None	None	N/A
17-2161	Nuclear Engineers	21	10	3	None	None	N/A
17-2171	Petroleum Engineers	102	34	3	None	None	119,309
17-2199	Engineers, All Other	508	269	3	None	None	101,837
17-3011	Architectural and Civil Drafters	511	218	4	None	None	60,133
17-3012	Electrical and Electronics Drafters	129	49	4	None	None	56,181
17-3013	Mechanical Drafters	220	74	4	None	None	50,523
17-3019	Drafters, All Other	66	25	4	None	None	54,995
17-3021	Aerospace Engineering and Operations Technicians	58	21	4	None	None	73,840
17-3022	Civil Engineering Technicians	319	232	4	None	None	72,571
17-3023	Electrical and Electronics Engineering Technicians	598	241	4	None	None	62,192
17-3024	Electro-Mechanical Technicians	59	21	4	None	None	44,262
17-3025	Environmental Engineering Technicians	102	48	4	None	None	57,075
17-3026	Industrial Engineering Technicians	241	72	4	None	None	61,610
17-3027	Mechanical Engineering Technicians	220	77	4	None	None	59,259
17-3029	Engineering Technicians, Except Drafters, All Other	216	136	4	None	None	65,603
17-3031	Surveying and Mapping Technicians	259	132	7	None	MT OJT	74,090
19-1011	Animal Scientists	4	2	3	None	None	N/A
19-1012	Food Scientists and Technologists	78	28	3	None	None	64,626
19-1013	Soil and Plant Scientists	32	14	3	None	None	74,568
19-1021	Biochemists and Biophysicists	207	88	1	None	None	95,306
19-1022	Microbiologists	109	63	3	None	None	81,536
19-1023	Zoologists and Wildlife Biologists	71	79	3	None	None	56,264
19-1029	Biological Scientists, All Other	40	22	3	None	None	79,165
19-1031	Conservation Scientists	13	11	3	None	None	85,134
19-1032	Foresters	6	4	3	None	None	64,750
19-1041	Epidemiologists	7	4	3	None	None	48,069
19-1042	Medical Scientists, Except Epidemiologists	522	212	1	None	None	91,853
19-1099	Life Scientists, All Other	37	20	3	None	None	88,358
19-2011	Astronomers	3	1	3	None	None	137,176
19-2012	Physicists	82	45	1	None	None	109,637
19-2021	Atmospheric and Space Scientists	20	10	3	None	None	109,138
19-2031	Chemists	471	226	3	None	None	63,898
19-2032	Materials Scientists	36	14	3	None	None	93,850
19-2041	Environmental Scientists and Specialists, Including Health	474	346	3	None	None	84,053
19-2042	Geoscientists, Except Hydrologists and Geographers	169	88	3	None	None	105,414
19-2043	Hydrologists	12	6	3	None	None	N/A
19-2099	Physical Scientists, All Other	67	57	3	None	None	106,163
19-3011	Economists	96	71	2	None	None	102,835
19-3022	Survey Researchers	84	37	2	None	None	59,509
19-3031	Clinical, Counseling, and School Psychologists	554	245	1	None	I/R	69,659
19-3039	Psychologists, All Other	50	49	2	None	I/R	102,690
19-3041	Sociologists	12	7	2	None	None	74,547
19-3051	Urban and Regional Planners	168	243	2	None	None	72,675
19-3091	Anthropologists and Archeologists	36	21	2	None	None	65,062
19-3092	Geographers	1	1	3	None	None	N/A
19-3093	Historians	4	2	3	None	None	48,630
19-3094	Political Scientists	7	4	3	None	None	81,141
19-3099	Social Scientists and Related Workers, All Other	74	81	3	None	None	85,155

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Sources: Estimates by LAEDC; Education and skills requirements from BLS



**Exhibit A-5 (cont'd)**  
**Projected Occupational Openings 2015-2020 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
19-4011	Agricultural and Food Science Technicians	110	46	4	None	MT OJT	31,470
19-4021	Biological Technicians	380	207	3	None	None	47,944
19-4031	Chemical Technicians	350	147	4	None	MT OJT	42,266
19-4041	Geological and Petroleum Technicians	67	26	4	None	MT OJT	55,224
19-4051	Nuclear Technicians	3	1	4	None	MT OJT	N/A
19-4061	Social Science Research Assistants	193	90	4	None	None	39,354
19-4091	Environmental Science and Protection Technicians, Including Health	249	148	4	None	None	47,091
19-4092	Forensic Science Technicians	45	82	3	None	MT OJT	84,531
19-4093	Forest and Conservation Technicians	90	193	4	None	None	38,397
19-4099	Life, Physical, and Social Science Technicians, All Other	399	213	4	None	None	44,242
21-1011	Substance Abuse and Behavioral Disorder Counselors	682	293	7	None	MT OJT	33,509
21-1012	Educational, Guidance, School, and Vocational Counselors	753	332	2	None	None	63,461
21-1013	Marriage and Family Therapists	314	150	2	None	I/R	45,947
21-1014	Mental Health Counselors	1,120	480	2	None	I/R	42,162
21-1015	Rehabilitation Counselors	1,248	589	2	None	None	28,912
21-1019	Counselors, All Other	200	102	2	None	None	41,454
21-1021	Child, Family, and School Social Workers	2,166	1,268	3	None	None	49,317
21-1022	Healthcare Social Workers	1,084	458	2	None	None	63,253
21-1023	Mental Health and Substance Abuse Social Workers	898	405	3	None	None	53,290
21-1029	Social Workers, All Other	295	247	3	None	None	62,442
21-1091	Health Educators	377	195	3	None	None	48,506
21-1092	Probation Officers and Correctional Treatment Specialists	192	391	3	None	ST OJT	73,549
21-1093	Social and Human Service Assistants	4,154	2,004	7	None	ST OJT	32,365
21-1094	Community Health Workers	482	227	7	None	ST OJT	38,459
21-1099	Community and Social Service Specialists, All Other	764	452	2	None	None	49,234
21-2011	Clergy	253	114	3	None	MT OJT	53,414
21-2021	Directors, Religious Activities and Education	136	64	3	<5 years	None	44,824
21-2099	Religious Workers, All Other	41	19	3	None	None	63,960
23-1011	Lawyers	3,153	1,636	1	None	None	160,368
23-1012	Judicial Law Clerks	14	34	1	None	None	69,930
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	17	41	1	<5 years	ST OJT	89,856
23-1022	Arbitrators, Mediators, and Conciliators	17	8	1	<5 years	MT OJT	57,054
23-1023	Judges, Magistrate Judges, and Magistrates	34	83	1	≥5 years	ST OJT	N/A
23-2011	Paralegals and Legal Assistants	1,539	748	4	None	None	61,922
23-2091	Court Reporters	73	57	5	None	ST OJT	99,403
23-2093	Title Examiners, Abstractors, and Searchers	279	123	7	None	ST OJT	43,597
23-2099	Legal Support Workers, All Other	138	127	7	None	ST OJT	55,286
25-1011	Business Teachers, Postsecondary	85	32	1	None	None	N/A
25-1021	Computer Science Teachers, Postsecondary	36	14	1	None	None	N/A
25-1022	Mathematical Science Teachers, Postsecondary	54	21	1	None	None	N/A
25-1031	Architecture Teachers, Postsecondary	3	1	1	None	None	N/A
25-1032	Engineering Teachers, Postsecondary	36	14	1	None	None	N/A
25-1041	Agricultural Sciences Teachers, Postsecondary	11	4	1	None	None	N/A
25-1042	Biological Science Teachers, Postsecondary	55	21	1	None	None	N/A
25-1043	Forestry and Conservation Science Teachers, Postsecondary	1	0	1	None	None	N/A
25-1051	Atmospheric, Earth, Marine, and Space Sciences Teachers,	11	4	1	None	None	N/A
25-1052	Chemistry Teachers, Postsecondary	22	8	1	None	None	N/A
25-1053	Environmental Science Teachers, Postsecondary	2	1	1	None	None	N/A
25-1054	Physics Teachers, Postsecondary	14	5	1	None	None	N/A

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 Sources: Estimates by LAEDC; Education and skills requirements from BLS

## Exhibit A-5 (cont'd)

## Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
25-1061	Anthropology and Archeology Teachers, Postsecondary	5	2	1	None	None	N/A
25-1062	Area, Ethnic, and Cultural Studies Teachers, Postsecondary	9	3	1	None	None	N/A
25-1063	Economics Teachers, Postsecondary	14	5	1	None	None	N/A
25-1064	Geography Teachers, Postsecondary	2	1	1	None	None	N/A
25-1065	Political Science Teachers, Postsecondary	18	7	1	None	None	N/A
25-1066	Psychology Teachers, Postsecondary	38	14	1	None	None	N/A
25-1067	Sociology Teachers, Postsecondary	16	6	1	None	None	N/A
25-1069	Social Sciences Teachers, Postsecondary, All Other	11	4	1	None	None	N/A
25-1071	Health Specialties Teachers, Postsecondary	195	72	1	<5 years	None	N/A
25-1072	Nursing Instructors and Teachers, Postsecondary	68	25	2	<5 years	None	N/A
25-1081	Education Teachers, Postsecondary	61	23	1	None	None	N/A
25-1082	Library Science Teachers, Postsecondary	2	1	1	None	None	N/A
25-1111	Criminal Justice and Law Enforcement Teachers, Postsecondary	16	6	1	None	None	N/A
25-1112	Law Teachers, Postsecondary	6	2	1	None	None	N/A
25-1113	Social Work Teachers, Postsecondary	4	2	2	None	None	N/A
25-1121	Art, Drama, and Music Teachers, Postsecondary	99	38	2	None	None	N/A
25-1122	Communications Teachers, Postsecondary	30	11	1	None	None	N/A
25-1123	English Language and Literature Teachers, Postsecondary	76	29	1	None	None	N/A
25-1124	Foreign Language and Literature Teachers, Postsecondary	31	12	1	None	None	N/A
25-1125	History Teachers, Postsecondary	25	9	1	None	None	N/A
25-1126	Philosophy and Religion Teachers, Postsecondary	23	9	1	None	None	N/A
25-1191	Graduate Teaching Assistants	128	48	3	None	None	N/A
25-1192	Home Economics Teachers, Postsecondary	3	1	2	None	None	N/A
25-1193	Recreation and Fitness Studies Teachers, Postsecondary	18	7	1	None	None	N/A
25-1194	Vocational Education Teachers, Postsecondary	150	67	3	<5 years	None	53,061
25-1199	Postsecondary Teachers, All Other	73	27	2	None	None	N/A
25-2011	Preschool Teachers, Except Special Education	5,977	2,559	4	None	None	29,869
25-2012	Kindergarten Teachers, Except Special Education	391	155	3	None	I/R	N/A
25-2021	Elementary School Teachers, Except Special Education	1,827	693	3	None	I/R	N/A
25-2022	Middle School Teachers, Except Special and Career/Technical Education	864	327	3	None	I/R	N/A
25-2023	Career/Technical Education Teachers, Middle School	5	2	3	None	I/R	N/A
25-2031	Secondary School Teachers, Except Special and Career/Technical	1,467	564	3	None	I/R	N/A
25-2032	Career/Technical Education Teachers, Secondary School	126	55	3	<5 years	I/R	N/A
25-2051	Special Education Teachers, Preschool	144	61	3	None	I/R	N/A
25-2052	Special Education Teachers, Kindergarten and Elementary School	298	117	3	None	I/R	N/A
25-2053	Special Education Teachers, Middle School	104	40	3	None	I/R	N/A
25-2054	Special Education Teachers, Secondary School	163	64	3	None	I/R	N/A
25-2059	Special Education Teachers, All Other	49	20	3	None	I/R	N/A
25-3011	Adult Basic and Secondary Education and Literacy Teachers and	162	74	3	None	I/R	76,877
25-3021	Self-Enrichment Education Teachers	627	278	7	<5 years	None	34,778
25-3097	Teachers and Instructors, All Other, Except Substitute Teachers	266	117	3	None	I/R	N/A
25-3098	Substitute Teachers	999	381	3	None	I/R	42,370
25-4011	Archivists	30	16	2	None	None	47,403
25-4012	Curators	44	36	2	None	None	64,480
25-4013	Museum Technicians and Conservators	40	35	3	None	None	50,003
25-4021	Librarians	370	271	2	None	None	72,925
25-4031	Library Technicians	472	550	5	None	None	44,138
25-9011	Audio-Visual and Multimedia Collections Specialists	7	3	3	<5 years	None	43,888
25-9021	Farm and Home Management Advisors	5	3	2	≥5 years	None	N/A

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

**Exhibit A-5 (cont'd)**

**Projected Occupational Openings 2015-2020 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
25-9031	Instructional Coordinators	246	120	2	≥5 years	None	77,126
25-9041	Teacher Assistants	4,183	1,753	6	None	None	N/A
25-9099	Education, Training, and Library Workers, All Other	78	34	6	None	None	29,723
27-1011	Art Directors	326	117	3	≥5 years	None	110,344
27-1012	Craft Artists	51	20	7	None	LT OJT	68,619
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	123	46	7	None	LT OJT	59,509
27-1014	Multimedia Artists and Animators	565	165	3	None	MT OJT	81,640
27-1019	Artists and Related Workers, All Other	36	25	7	None	LT OJT	66,186
27-1021	Commercial and Industrial Designers	166	58	3	None	None	60,133
27-1022	Fashion Designers	307	114	3	None	None	68,016
27-1023	Floral Designers	181	74	7	None	MT OJT	28,350
27-1024	Graphic Designers	1,427	554	3	None	None	52,104
27-1025	Interior Designers	295	120	3	None	None	53,976
27-1026	Merchandise Displayers and Window Trimmers	519	191	7	None	MT OJT	31,637
27-1027	Set and Exhibit Designers	194	67	3	None	None	58,448
27-1029	Designers, All Other	74	24	3	None	None	51,605
27-2011	Actors	536	148	7	None	None	N/A
27-2012	Producers and Directors	2,963	962	3	<5 years	None	102,898
27-2021	Athletes and Sports Competitors	151	67	7	None	LT OJT	N/A
27-2022	Coaches and Scouts	661	263	3	None	None	N/A
27-2023	Umpires, Referees, and Other Sports Officials	90	59	7	None	MT OJT	N/A
27-2031	Dancers	120	52	7	None	LT OJT	20779.2
27-2032	Choreographers	27	11	7	≥5 years	LT OJT	N/A
27-2041	Music Directors and Composers	121	51	3	<5 years	None	57,845
27-2042	Musicians and Singers	460	207	7	None	LT OJT	77084.8
27-2099	Entertainers and Performers, Sports and Related Workers, All Other	220	63	7	None	None	37377.6
27-3011	Radio and Television Announcers	227	153	3	None	None	37,586
27-3012	Public Address System and Other Announcers	61	27	7	None	ST OJT	25,792
27-3021	Broadcast News Analysts	49	35	3	None	None	74,131
27-3022	Reporters and Correspondents	308	161	3	None	None	37,710
27-3031	Public Relations Specialists	993	459	3	None	None	65,728
27-3041	Editors	573	215	3	<5 years	None	63,045
27-3042	Technical Writers	364	148	3	<5 years	ST OJT	72,571
27-3043	Writers and Authors	404	154	3	None	MT OJT	N/A
27-3091	Interpreters and Translators	208	94	3	None	ST OJT	65,624
27-3099	Media and Communication Workers, All Other	444	123	7	None	ST OJT	47,070
27-4011	Audio and Video Equipment Technicians	715	247	5	None	ST OJT	48,214
27-4012	Broadcast Technicians	197	116	4	None	ST OJT	53,893
27-4013	Radio Operators	0	0	4	None	ST OJT	N/A
27-4014	Sound Engineering Technicians	329	94	5	None	ST OJT	58,594
27-4021	Photographers	273	115	7	None	LT OJT	58,115
27-4031	Camera Operators, Television, Video, and Motion Picture	234	69	3	None	None	59,134
27-4032	Film and Video Editors	471	122	3	None	None	86,778
27-4099	Media and Communication Equipment Workers, All Other	252	77	7	None	ST OJT	70,928
29-1011	Chiropractors	213	77	1	None	None	128,502
29-1021	Dentists, General	758	282	1	None	None	130,437
29-1022	Oral and Maxillofacial Surgeons	22	8	1	None	None	N/A
29-1023	Orthodontists	47	17	1	None	I/R	186,098
29-1024	Prosthodontists	3	1	1	None	None	N/A

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 Sources: Estimates by LAEDC; Education and skills requirements from BLS

## Exhibit A-5 (cont'd)

## Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
29-1029	Dentists, All Other Specialists	27	16	1	None	I/R	124,467
29-1031	Dietitians and Nutritionists	272	115	3	None	I/R	73,278
29-1041	Optometrists	256	93	1	None	None	106,413
29-1051	Pharmacists	1,395	506	1	None	None	137,114
29-1061	Anesthesiologists	122	44	1	None	None	N/A
29-1062	Family and General Practitioners	467	167	1	None	None	N/A
29-1063	Internists, General	345	123	1	None	I/R	179,733
29-1064	Obstetricians and Gynecologists	161	58	1	None	I/R	N/A
29-1065	Pediatricians, General	229	82	1	None	I/R	183,414
29-1066	Psychiatrists	166	69	1	None	I/R	183,706
29-1067	Surgeons	300	109	1	None	I/R	N/A
29-1069	Physicians and Surgeons, All Other	1,936	802	1	None	I/R	N/A
29-1071	Physician Assistants	332	119	1	None	I/R	95,222
29-1081	Podiatrists	60	24	1	None	I/R	57,034
29-1122	Occupational Therapists	570	212	2	None	None	91,333
29-1123	Physical Therapists	1,387	504	1	None	None	90,771
29-1124	Radiation Therapists	94	31	4	None	None	95,306
29-1125	Recreational Therapists	98	45	3	None	None	55,931
29-1126	Respiratory Therapists	543	176	4	None	None	75,920
29-1127	Speech-Language Pathologists	475	183	2	None	None	79,830
29-1128	Exercise Physiologists	28	10	3	None	None	73,528
29-1129	Therapists, All Other	65	25	3	None	None	35,506
29-1131	Veterinarians	553	247	1	None	None	101,234
29-1141	Registered Nurses	14,118	5,149	4	None	None	96,366
29-1151	Nurse Anesthetists	230	83	2	None	None	177,070
29-1161	Nurse Midwives	19	7	2	None	None	129,854
29-1171	Nurse Practitioners	763	278	2	None	None	116,563
29-1181	Audiologists	37	13	2	None	None	89,024
29-1199	Health Diagnosing and Treating Practitioners, All Other	142	94	2	None	None	61,797
29-2011	Medical and Clinical Laboratory Technologists	986	355	3	None	None	81,182
29-2012	Medical and Clinical Laboratory Technicians	1,059	385	4	None	None	42,224
29-2021	Dental Hygienists	1,579	582	4	None	None	106,746
29-2031	Cardiovascular Technologists and Technicians	241	77	4	None	None	64,605
29-2032	Diagnostic Medical Sonographers	303	101	4	None	None	87,506
29-2033	Nuclear Medicine Technologists	100	33	4	None	None	99,070
29-2034	Radiologic Technologists	957	331	4	None	None	71,573
29-2035	Magnetic Resonance Imaging Technologists	172	58	4	<5 years	None	87,339
29-2041	Emergency Medical Technicians and Paramedics	1,429	774	5	None	None	27,997
29-2051	Dietetic Technicians	115	44	4	None	None	31,262
29-2052	Pharmacy Technicians	1,051	372	7	None	MT OJT	36,941
29-2053	Psychiatric Technicians	226	99	5	None	ST OJT	54,371
29-2054	Respiratory Therapy Technicians	41	13	4	None	MT OJT	73,778
29-2055	Surgical Technologists	437	143	5	None	None	53,955
29-2056	Veterinary Technologists and Technicians	499	216	4	None	None	36,608
29-2057	Ophthalmic Medical Technicians	201	73	5	None	None	43,867
29-2061	Licensed Practical and Licensed Vocational Nurses	4,623	1,859	5	None	None	50,814
29-2071	Medical Records and Health Information Technicians	1,238	468	5	None	None	41,475
29-2081	Opticians, Dispensing	489	173	7	None	LT OJT	37,544
29-2091	Orthotists and Prosthetists	18	7	2	None	I/R	58,032

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**Exhibit A-5 (cont'd)**  
**Projected Occupational Openings 2015-2020 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
29-2092	Hearing Aid Specialists	11	4	3	None	ST OJT	54,891
29-2099	Health Technologists and Technicians, All Other	425	152	7	None	None	41,995
29-9011	Occupational Health and Safety Specialists	273	168	3	None	ST OJT	73,299
29-9012	Occupational Health and Safety Technicians	64	33	7	None	MT OJT	38,397
29-9091	Athletic Trainers	121	44	3	None	None	N/A
29-9092	Genetic Counselors	7	2	3	None	None	91,811
29-9099	Healthcare Practitioners and Technical Workers, All Other	230	101	3	None	None	56,306
31-1011	Home Health Aides	7,173	2,850	8	None	ST OJT	23,150
31-1013	Psychiatric Aides	316	168	7	None	ST OJT	28,038
31-1014	Nursing Assistants	8,273	3,204	5	None	None	28,434
31-1015	Orderlies	251	88	7	None	ST OJT	33,675
31-2011	Occupational Therapy Assistants	236	88	4	None	None	70,138
31-2012	Occupational Therapy Aides	64	24	7	None	ST OJT	28,954
31-2021	Physical Therapist Assistants	519	187	4	None	None	69,243
31-2022	Physical Therapist Aides	331	123	7	None	ST OJT	28,101
31-9011	Massage Therapists	470	183	5	None	None	38,709
31-9091	Dental Assistants	2,262	845	5	None	None	36,858
31-9092	Medical Assistants	3,897	1,413	5	None	None	32,635
31-9093	Medical Equipment Preparers	267	88	7	None	MT OJT	38,626
31-9094	Medical Transcriptionists	417	147	5	None	None	53,581
31-9095	Pharmacy Aides	162	58	7	None	ST OJT	23,400
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	472	204	7	None	ST OJT	28,184
31-9097	Phlebotomists	703	245	5	None	None	36,733
31-9099	Healthcare Support Workers, All Other	456	212	7	None	None	38,272
33-1011	First-Line Supervisors of Correctional Officers	127	248	7	<5 years	MT OJT	90,043
33-1012	First-Line Supervisors of Police and Detectives	206	491	7	<5 years	MT OJT	135,928
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	183	419	5	<5 years	MT OJT	167,378
33-1099	First-Line Supervisors of Protective Service Workers, All Other	418	188	7	<5 years	None	43,430
33-2011	Firefighters	700	1,420	5	None	LT OJT	81,910
33-2021	Fire Inspectors and Investigators	27	54	7	≥5 years	MT OJT	105,726
33-3011	Bailiffs	3	7	7	None	MT OJT	N/A
33-3012	Correctional Officers and Jailers	1,024	1,946	7	None	MT OJT	56,243
33-3021	Detectives and Criminal Investigators	170	413	7	<5 years	MT OJT	109,990
33-3031	Fish and Game Wardens	1	2	7	None	MT OJT	N/A
33-3041	Parking Enforcement Workers	18	37	7	None	ST OJT	46,093
33-3051	Police and Sheriff's Patrol Officers	1,382	3,279	7	None	MT OJT	89,544
33-3052	Transit and Railroad Police	6	14	7	None	ST OJT	N/A
33-9011	Animal Control Workers	27	52	7	None	MT OJT	50,669
33-9021	Private Detectives and Investigators	204	86	7	<5 years	MT OJT	55,245
33-9031	Gaming Surveillance Officers and Gaming Investigators	35	16	7	None	ST OJT	31,574
33-9032	Security Guards	7,788	2,917	7	None	ST OJT	24,128
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service	1,152	846	7	None	ST OJT	28,933
33-9093	Transportation Security Screeners	82	171	7	None	ST OJT	39,645
33-9099	Protective Service Workers, All Other	858	586	7	None	ST OJT	36,358
35-1011	Chefs and Head Cooks	656	251	7	≥5 years	None	38,584
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	6,655	2,513	7	<5 years	None	31,346
35-2011	Cooks, Fast Food	3,466	1,307	8	None	ST OJT	19,302
35-2012	Cooks, Institution and Cafeteria	2,071	862	8	None	ST OJT	29,390
35-2014	Cooks, Restaurant	7,281	2,739	8	<5 years	MT OJT	23,317

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 Sources: Estimates by LAEDC; Education and skills requirements from BLS

## Exhibit A-5 (cont'd)

## Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
35-2015	Cooks, Short Order	1,116	417	8	None	ST OJT	22,630
35-2019	Cooks, All Other	116	44	8	None	MT OJT	28,870
35-2021	Food Preparation Workers	6,103	2,315	8	None	ST OJT	19,781
35-3011	Bartenders	5,309	2,031	8	None	ST OJT	19,906
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	28,702	10,841	8	None	ST OJT	19,302
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	8,809	2,868	8	None	ST OJT	19,594
35-3031	Waiters and Waitresses	27,117	10,202	8	None	ST OJT	19,926
35-3041	Food Servers, Nonrestaurant	1,790	672	8	None	ST OJT	23,130
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	4,086	1,535	8	None	ST OJT	19,240
35-9021	Dishwashers	5,143	1,937	8	None	ST OJT	19,157
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	5,772	2,178	8	None	None	19,469
35-9099	Food Preparation and Serving Related Workers, All Other	488	186	8	None	ST OJT	21,154
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	1,132	446	7	<5 years	None	42,286
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and	623	244	7	<5 years	None	41,808
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	13,379	5,152	8	None	ST OJT	24,835
37-2012	Maids and Housekeeping Cleaners	5,625	2,144	8	None	ST OJT	23,504
37-2019	Building Cleaning Workers, All Other	124	47	8	None	ST OJT	28,974
37-2021	Pest Control Workers	717	262	7	None	MT OJT	29,827
37-3011	Landscaping and Groundskeeping Workers	7,097	2,871	8	None	ST OJT	24,586
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	184	81	7	None	MT OJT	29,827
37-3013	Tree Trimmers and Pruners	235	86	7	None	MT OJT	32,448
37-3019	Grounds Maintenance Workers, All Other	65	26	8	None	ST OJT	31,304
39-1011	Gaming Supervisors	105	39	7	<5 years	None	43,534
39-1021	First-Line Supervisors of Personal Service Workers	1,478	604	7	<5 years	None	41,122
39-2011	Animal Trainers	117	50	7	None	MT OJT	41,933
39-2021	Nonfarm Animal Caretakers	796	351	8	None	ST OJT	22,069
39-3011	Gaming Dealers	387	136	7	None	ST OJT	19,136
39-3012	Gaming and Sports Book Writers and Runners	81	34	7	None	ST OJT	20,758
39-3019	Gaming Service Workers, All Other	20	7	7	None	ST OJT	28,475
39-3021	Motion Picture Projectionists	437	108	8	None	ST OJT	21,590
39-3031	Ushers, Lobby Attendants, and Ticket Takers	5,031	1,505	8	None	ST OJT	19,302
39-3091	Amusement and Recreation Attendants	2,121	978	8	None	ST OJT	23,962
39-3092	Costume Attendants	214	66	7	None	ST OJT	50,565
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	166	62	7	None	ST OJT	24,003
39-3099	Entertainment Attendants and Related Workers, All Other	9	3	7	None	ST OJT	22,152
39-4011	Embalmers	31	13	5	None	ST OJT	52,291
39-4021	Funeral Attendants	285	117	7	None	ST OJT	29,141
39-4031	Morticians, Undertakers, and Funeral Directors	198	82	4	None	LT OJT	38,626
39-5011	Barbers	122	50	5	None	None	20,634
39-5012	Hairdressers, Hairstylists, and Cosmetologists	2,801	1,140	5	None	None	22,672
39-5091	Makeup Artists, Theatrical and Performance	40	10	5	None	None	64,314
39-5092	Manicurists and Pedicurists	437	179	5	None	None	19,115
39-5093	Shampooers	66	27	5	None	None	21,674
39-5094	Skincare Specialists	193	77	5	None	None	32,989
39-6011	Baggage Porters and Bellhops	290	111	7	None	ST OJT	22,755
39-6012	Concierges	213	89	7	None	MT OJT	31,970
39-7011	Tour Guides and Escorts	319	182	7	None	MT OJT	26,229
39-7012	Travel Guides	30	11	7	None	MT OJT	35,714
39-9011	Childcare Workers	8,519	3,620	7	None	ST OJT	22,422

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

**Exhibit A-5 (cont'd)**  
**Projected Occupational Openings 2015-2020 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
39-9021	Personal Care Aides	11,444	4,722	8	None	ST OJT	21,174
39-9031	Fitness Trainers and Aerobics Instructors	721	254	7	None	ST OJT	46,530
39-9032	Recreation Workers	1,297	733	3	None	None	24,606
39-9041	Residential Advisors	1,178	512	7	None	ST OJT	32,698
39-9099	Personal Care and Service Workers, All Other	368	207	7	None	ST OJT	27,269
41-1011	First-Line Supervisors of Retail Sales Workers	4,346	1,498	7	<5 years	None	40,414
41-1012	First-Line Supervisors of Non-Retail Sales Workers	1,069	391	7	<5 years	None	59,259
41-2011	Cashiers	24,475	8,646	8	None	ST OJT	20,197
41-2012	Gaming Change Persons and Booth Cashiers	37	13	8	None	ST OJT	N/A
41-2021	Counter and Rental Clerks	2,971	1,192	8	None	ST OJT	24,190
41-2022	Parts Salespersons	1,001	270	8	None	MT OJT	29,203
41-2031	Retail Salespersons	23,170	7,814	8	None	ST OJT	23,130
41-3011	Advertising Sales Agents	1,349	632	7	None	MT OJT	68,910
41-3021	Insurance Sales Agents	1,591	744	7	None	MT OJT	54,018
41-3031	Securities, Commodities, and Financial Services Sales Agents	1,724	805	3	None	MT OJT	68,848
41-3041	Travel Agents	571	206	7	None	MT OJT	34,694
41-3099	Sales Representatives, Services, All Other	5,975	2,226	7	None	ST OJT	54,995
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and	1,665	564	3	None	MT OJT	77,230
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical	7,204	2,355	7	None	MT OJT	52,562
41-9011	Demonstrators and Product Promoters	271	107	8	None	ST OJT	26,853
41-9012	Models	15	5	8	None	None	46,405
41-9021	Real Estate Brokers	174	77	7	<5 years	None	69,742
41-9022	Real Estate Sales Agents	707	315	7	None	LT OJT	54,205
41-9031	Sales Engineers	299	103	3	None	MT OJT	102,170
41-9041	Telemarketers	1,920	700	8	None	ST OJT	28,059
41-9091	Door-to-Door Sales Workers, News and Street Vendors, and Related	17	7	7	None	ST OJT	23,026
41-9099	Sales and Related Workers, All Other	452	163	7	None	None	33,904
43-1011	First-Line Supervisors of Office and Administrative Support Workers	7,976	3,297	7	<5 years	None	56,888
43-2011	Switchboard Operators, Including Answering Service	631	242	7	None	ST OJT	30,451
43-2021	Telephone Operators	38	16	7	None	ST OJT	19,698
43-3011	Bill and Account Collectors	2,746	1,017	7	None	MT OJT	37,898
43-3021	Billing and Posting Clerks	2,907	1,103	7	None	ST OJT	36,150
43-3031	Bookkeeping, Accounting, and Auditing Clerks	5,973	2,386	7	None	MT OJT	40,747
43-3041	Gaming Cage Workers	73	28	7	None	ST OJT	30,576
43-3051	Payroll and Timekeeping Clerks	933	376	7	None	MT OJT	45,011
43-3061	Procurement Clerks	404	221	7	None	MT OJT	41,350
43-3071	Tellers	4,216	1,576	7	None	ST OJT	27,394
43-3099	Financial Clerks, All Other	217	93	7	None	ST OJT	43,389
43-4011	Brokerage Clerks	335	174	7	None	MT OJT	50,482
43-4021	Correspondence Clerks	20	8	7	None	MT OJT	40,976
43-4031	Court, Municipal, and License Clerks	164	356	7	None	MT OJT	43,950
43-4041	Credit Authorizers, Checkers, and Clerks	183	66	7	None	ST OJT	40,165
43-4051	Customer Service Representatives	16,693	6,368	7	None	ST OJT	35,838
43-4061	Eligibility Interviewers, Government Programs	250	436	7	None	MT OJT	44,907
43-4071	File Clerks	902	404	7	None	ST OJT	30,867
43-4081	Hotel, Motel, and Resort Desk Clerks	2,001	798	7	None	ST OJT	23,858
43-4111	Interviewers, Except Eligibility and Loan	1,072	408	7	None	ST OJT	35,963
43-4121	Library Assistants, Clerical	473	530	7	None	ST OJT	24,461
43-4131	Loan Interviewers and Clerks	714	269	7	None	ST OJT	44,013

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

## Exhibit A-5 (cont'd)

## Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
43-4141	New Accounts Clerks	287	108	7	None	MT OJT	39,666
43-4151	Order Clerks	1,169	391	7	None	ST OJT	31,283
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	751	348	7	None	ST OJT	42,578
43-4171	Receptionists and Information Clerks	7,422	2,896	7	None	ST OJT	29,078
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	679	409	7	None	ST OJT	39,874
43-4199	Information and Record Clerks, All Other	532	465	7	None	ST OJT	41,787
43-5011	Cargo and Freight Agents	725	262	7	None	ST OJT	45,240
43-5021	Couriers and Messengers	326	135	7	None	ST OJT	31,470
43-5031	Police, Fire, and Ambulance Dispatchers	257	436	7	None	MT OJT	54,746
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1,101	414	7	None	MT OJT	35,859
43-5041	Meter Readers, Utilities	125	93	7	None	ST OJT	45,760
43-5051	Postal Service Clerks	1	1	7	None	ST OJT	56,410
43-5052	Postal Service Mail Carriers	11	6	7	None	ST OJT	58,053
43-5053	Postal Service Mail Sorters, Processors, and Processing Machine	1	0	7	None	ST OJT	55,328
43-5061	Production, Planning, and Expediting Clerks	1,780	618	7	None	MT OJT	45,739
43-5071	Shipping, Receiving, and Traffic Clerks	3,706	1,201	7	None	ST OJT	28,725
43-5081	Stock Clerks and Order Fillers	10,837	3,711	8	None	ST OJT	23,171
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	388	131	7	None	ST OJT	24,731
43-6011	Executive Secretaries and Executive Administrative Assistants	2,762	1,260	7	<5 years	None	57,574
43-6012	Legal Secretaries	1,148	528	7	None	MT OJT	56,618
43-6013	Medical Secretaries	2,844	1,012	7	None	MT OJT	35,672
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and	8,963	3,773	7	None	ST OJT	37,565
43-9011	Computer Operators	212	85	7	None	MT OJT	43,638
43-9021	Data Entry Keyers	1,045	416	7	None	MT OJT	30,285
43-9022	Word Processors and Typists	128	87	7	None	ST OJT	39,291
43-9031	Desktop Publishers	47	18	4	None	ST OJT	47,528
43-9041	Insurance Claims and Policy Processing Clerks	1,173	538	7	None	MT OJT	39,499
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	632	270	7	None	ST OJT	31,470
43-9061	Office Clerks, General	16,108	6,748	7	None	ST OJT	30,680
43-9071	Office Machine Operators, Except Computer	447	171	7	None	ST OJT	32,531
43-9081	Proofreaders and Copy Markers	46	17	3	None	None	42,661
43-9111	Statistical Assistants	59	41	3	None	None	41,350
43-9199	Office and Administrative Support Workers, All Other	1,127	609	7	None	ST OJT	24,669
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	39	20	7	<5 years	None	50,918
45-2011	Agricultural Inspectors	40	59	3	None	MT OJT	49,878
45-2041	Graders and Sorters, Agricultural Products	94	34	8	None	ST OJT	22,027
45-2091	Agricultural Equipment Operators	23	8	7	None	MT OJT	N/A
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	407	119	8	None	ST OJT	20,197
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	141	55	8	None	ST OJT	30,347
45-2099	Agricultural Workers, All Other	8	3	8	None	ST OJT	44,450
45-4011	Forest and Conservation Workers	13	19	7	None	MT OJT	17,035
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,843	672	7	≥5 years	None	75,005
47-2011	Boilermakers	33	10	7	None	APP	86,632
47-2021	Brickmasons and Blockmasons	256	85	7	None	APP	62,358
47-2022	Stonemasons	36	12	7	None	APP	27,310
47-2031	Carpenters	2,814	974	7	None	APP	50,731
47-2041	Carpet Installers	45	14	8	None	ST OJT	23,712
47-2042	Floor Layers, Except Carpet, Wood, and Hard Tiles	20	6	8	None	MT OJT	52,666
47-2043	Floor Sanders and Finishers	13	4	8	None	MT OJT	37,731

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Sources: Estimates by LAEDC; Education and skills requirements from BLS



**Exhibit A-5 (cont'd)**  
**Projected Occupational Openings 2015-2020 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
47-2044	Tile and Marble Setters	152	50	8	None	LT OJT	38,106
47-2051	Cement Masons and Concrete Finishers	660	216	8	None	MT OJT	48,838
47-2053	Terrazzo Workers and Finishers	14	4	7	None	APP	51,958
47-2061	Construction Laborers	4,546	1,589	8	None	ST OJT	39,021
47-2071	Paving, Surfacing, and Tamping Equipment Operators	179	86	7	None	MT OJT	50,627
47-2072	Pile-Driver Operators	9	2	8	None	MT OJT	56,930
47-2073	Operating Engineers and Other Construction Equipment Operators	1,357	621	7	None	MT OJT	80,475
47-2081	Drywall and Ceiling Tile Installers	369	121	8	None	MT OJT	58,323
47-2082	Tapers	71	23	8	None	MT OJT	53,914
47-2111	Electricians	2,751	937	7	None	APP	61,006
47-2121	Glaziers	221	72	7	None	APP	58,198
47-2131	Insulation Workers, Floor, Ceiling, and Wall	81	26	8	None	ST OJT	35,568
47-2132	Insulation Workers, Mechanical	91	30	8	None	ST OJT	41,309
47-2141	Painters, Construction and Maintenance	984	348	8	None	MT OJT	44,096
47-2142	Paperhangers	12	5	8	None	ST OJT	N/A
47-2151	Pipelayers	120	58	8	None	ST OJT	61,318
47-2152	Plumbers, Pipefitters, and Steamfitters	1,559	531	7	None	APP	61,443
47-2161	Plasterers and Stucco Masons	77	26	8	None	LT OJT	39,021
47-2171	Reinforcing Iron and Rebar Workers	57	18	8	None	MT OJT	57,866
47-2181	Roofers	544	178	8	None	MT OJT	47,632
47-2211	Sheet Metal Workers	587	202	7	None	APP	61,152
47-2221	Structural Iron and Steel Workers	381	125	7	None	APP	75,691
47-2231	Solar Photovoltaic Installers	15	5	8	None	ST OJT	N/A
47-3011	Helpers—Brickmasons, Blockmasons, Stonemasons, and Tile and Marble	114	37	8	None	ST OJT	24,024
47-3012	Helpers—Carpenters	184	64	8	None	ST OJT	30,534
47-3013	Helpers—Electricians	334	112	7	None	ST OJT	28,954
47-3014	Helpers—Painters, Paperhangers, Plasterers, and Stucco Masons	56	18	8	None	ST OJT	29,120
47-3015	Helpers—Pipelayers, Plumbers, Pipefitters, and Steamfitters	244	80	7	None	ST OJT	29,578
47-3016	Helpers—Roofers	39	13	8	None	ST OJT	N/A
47-3019	Helpers, Construction Trades, All Other	78	27	8	None	ST OJT	33,072
47-4011	Construction and Building Inspectors	390	314	7	≥5 years	MT OJT	85,904
47-4021	Elevator Installers and Repairers	96	31	7	None	APP	87,651
47-4031	Fence Erectors	115	38	7	None	MT OJT	36,587
47-4041	Hazardous Materials Removal Workers	308	70	7	None	MT OJT	38,771
47-4051	Highway Maintenance Workers	178	364	7	None	MT OJT	50,149
47-4061	Rail-Track Laying and Maintenance Equipment Operators	8	3	7	None	MT OJT	N/A
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	144	52	8	None	MT OJT	35,298
47-4099	Construction and Related Workers, All Other	119	56	7	None	MT OJT	29,682
47-5011	Derrick Operators, Oil and Gas	4	1	8	None	ST OJT	50,918
47-5012	Rotary Drill Operators, Oil and Gas	42	10	8	None	MT OJT	78,125
47-5013	Service Unit Operators, Oil, Gas, and Mining	104	24	8	None	MT OJT	49,192
47-5021	Earth Drillers, Except Oil and Gas	36	11	8	None	MT OJT	67,122
47-5071	Roustabouts, Oil and Gas	101	24	8	None	MT OJT	46,010
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2,156	910	7	<5 years	None	72,613
49-2011	Computer, Automated Teller, and Office Machine Repairers	433	148	6	None	None	41,995
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	29	12	4	None	MT OJT	65,770
49-2022	Telecommunications Equipment Installers and Repairers, Except Line	434	170	5	None	MT OJT	56,326
49-2091	Avionics Technicians	95	37	4	None	None	65,811
49-2092	Electric Motor, Power Tool, and Related Repairers	65	21	5	None	LT OJT	46,675

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; On-the-Job Training: I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

## Exhibit A-5 (cont'd)

## Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
49-2093	Electrical and Electronics Installers and Repairers, Transportation	35	16	5	None	LT OJT	69,035
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	230	108	5	None	LT OJT	54,101
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	54	23	5	None	LT OJT	75,546
49-2096	Electronic Equipment Installers and Repairers, Motor Vehicles	19	5	5	None	ST OJT	35,110
49-2097	Electronic Home Entertainment Equipment Installers and Repairers	161	55	5	None	None	32,885
49-2098	Security and Fire Alarm Systems Installers	492	172	7	None	MT OJT	44,990
49-3011	Aircraft Mechanics and Service Technicians	830	439	5	None	None	70,824
49-3021	Automotive Body and Related Repairers	648	210	7	None	MT OJT	37,190
49-3023	Automotive Service Technicians and Mechanics	3,014	1,024	7	None	LT OJT	34,507
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	952	363	7	None	LT OJT	54,309
49-3041	Farm Equipment Mechanics and Service Technicians	38	11	7	None	LT OJT	N/A
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	596	250	7	None	LT OJT	61,464
49-3043	Rail Car Repairers	69	26	7	None	LT OJT	41,558
49-3051	Motorboat Mechanics and Service Technicians	25	7	7	None	LT OJT	42,557
49-3052	Motorcycle Mechanics	53	15	7	None	LT OJT	46,093
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	108	39	7	None	MT OJT	43,118
49-3091	Bicycle Repairers	43	13	7	None	MT OJT	22,901
49-3092	Recreational Vehicle Service Technicians	12	4	7	None	LT OJT	N/A
49-3093	Tire Repairers and Changers	520	144	7	None	ST OJT	30,763
49-9011	Mechanical Door Repairers	42	14	7	None	ST OJT	39,229
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	169	82	7	None	MT OJT	67,392
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,463	507	5	None	LT OJT	51,896
49-9031	Home Appliance Repairers	21	7	7	None	ST OJT	36,587
49-9041	Industrial Machinery Mechanics	1,411	452	7	None	LT OJT	60,133
49-9043	Maintenance Workers, Machinery	219	72	7	None	MT OJT	39,666
49-9044	Millwrights	75	24	7	None	MT OJT	69,326
49-9051	Electrical Power-Line Installers and Repairers	461	176	7	None	LT OJT	101,795
49-9052	Telecommunications Line Installers and Repairers	447	160	7	None	LT OJT	67,766
49-9061	Camera and Photographic Equipment Repairers	6	2	7	None	MT OJT	43,950
49-9062	Medical Equipment Repairers	258	84	4	None	MT OJT	50,232
49-9063	Musical Instrument Repairers and Tuners	30	9	7	None	APP	N/A
49-9069	Precision Instrument and Equipment Repairers, All Other	54	28	7	None	LT OJT	68,453
49-9071	Maintenance and Repair Workers, General	5,998	2,682	7	None	LT OJT	40,352
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	120	43	7	None	ST OJT	35,506
49-9094	Locksmiths and Safe Repairers	164	63	7	None	LT OJT	46,821
49-9096	Riggers	91	32	7	None	ST OJT	60,008
49-9097	Signal and Track Switch Repairers	1	1	5	None	MT OJT	N/A
49-9098	Helpers--Installation, Maintenance, and Repair Workers	712	280	7	None	MT OJT	29,370
49-9099	Installation, Maintenance, and Repair Workers, All Other	639	259	7	None	MT OJT	32,531
51-1011	First-Line Supervisors of Production and Operating Workers	1,695	548	5	<5 years	None	52,707
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	126	20	7	None	MT OJT	46,862
51-2021	Coil Winders, Tapers, and Finishers	21	5	7	None	ST OJT	23,566
51-2022	Electrical and Electronic Equipment Assemblers	629	191	7	None	ST OJT	27,206
51-2023	Electromechanical Equipment Assemblers	98	27	7	None	ST OJT	27,394
51-2031	Engine and Other Machine Assemblers	15	5	7	None	ST OJT	36,234
51-2041	Structural Metal Fabricators and Fitters	462	112	7	None	MT OJT	37,003
51-2091	Fiberglass Laminators and Fabricators	47	8	7	None	MT OJT	30,098
51-2092	Team Assemblers	4,285	1,218	7	None	MT OJT	24,752
51-2099	Assemblers and Fabricators, All Other	1,167	382	7	None	MT OJT	28,101

**Education:** 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

## Exhibit A-5 (cont'd)

## Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
51-3011	Bakers	867	291	8	None	LT OJT	23,733
51-3021	Butchers and Meat Cutters	685	245	8	None	LT OJT	25,043
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	600	172	8	None	ST OJT	20,467
51-3023	Slaughtering and Meat Packers	35	10	8	None	MT OJT	24,773
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and	78	22	8	None	MT OJT	25,230
51-3092	Food Batchmakers	607	170	7	None	MT OJT	22,256
51-3093	Food Cooking Machine Operators and Tenders	160	46	7	None	MT OJT	24,066
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	556	115	7	None	MT OJT	37,024
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and	98	23	7	None	LT OJT	61,318
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal	168	33	7	None	MT OJT	27,934
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	61	14	7	None	MT OJT	33,883
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	80	14	7	None	MT OJT	28,662
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders,	421	116	7	None	MT OJT	26,645
51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal	42	9	7	None	MT OJT	27,643
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters,	207	43	7	None	MT OJT	29,203
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal	111	24	7	None	MT OJT	36,920
51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and	58	12	7	None	MT OJT	40,539
51-4041	Machinists	1,429	382	7	None	LT OJT	34,674
51-4051	Metal-Refining Furnace Operators and Tenders	35	4	7	None	MT OJT	40,934
51-4052	Pourers and Casters, Metal	14	1	7	None	MT OJT	26,166
51-4071	Foundry Mold and Coremakers	17	2	7	None	MT OJT	33,862
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and	252	58	7	None	MT OJT	24,128
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	279	61	7	None	MT OJT	40,768
51-4111	Tool and Die Makers	85	18	7	None	LT OJT	52,790
51-4121	Welders, Cutters, Solderers, and Brazers	1,506	403	7	None	MT OJT	36,296
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	199	40	7	None	MT OJT	28,600
51-4191	Heat Treating Equipment Setters, Operators, and Tenders, Metal and	57	12	7	None	MT OJT	34,944
51-4192	Layout Workers, Metal and Plastic	40	10	7	None	MT OJT	38,501
51-4193	Plating and Coating Machine Setters, Operators, and Tenders, Metal and	108	27	7	None	MT OJT	30,805
51-4199	Metal Workers and Plastic Workers, All Other	88	30	7	None	MT OJT	35,360
51-5111	Prepress Technicians and Workers	168	54	5	None	None	41,933
51-5112	Printing Press Operators	654	215	7	None	MT OJT	34,653
51-5113	Print Binding and Finishing Workers	207	66	7	None	ST OJT	27,539
51-6011	Laundry and Dry-Cleaning Workers	1,691	692	8	None	ST OJT	21,174
51-6021	Pressers, Textile, Garment, and Related Materials	326	133	8	None	ST OJT	21,133
51-6031	Sewing Machine Operators	792	312	8	None	ST OJT	19,240
51-6041	Shoe and Leather Workers and Repairers	38	9	7	None	MT OJT	23,192
51-6042	Shoe Machine Operators and Tenders	27	6	7	None	MT OJT	N/A
51-6051	Sewers, Hand	38	15	8	None	MT OJT	22,110
51-6052	Tailors, Dressmakers, and Custom Sewers	96	37	8	None	MT OJT	30,493
51-6061	Textile Bleaching and Dyeing Machine Operators and Tenders	32	12	7	None	ST OJT	21,882
51-6062	Textile Cutting Machine Setters, Operators, and Tenders	159	62	7	None	MT OJT	24,586
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	118	48	7	None	MT OJT	22,776
51-6064	Textile Winding, Twisting, and Drawing Out Machine Setters, Operators,	55	21	7	None	MT OJT	23,525
51-6091	Extruding and Forming Machine Setters, Operators, and Tenders,	37	12	7	None	MT OJT	32,032
51-6092	Fabric and Apparel Patternmakers	92	37	7	None	MT OJT	47,507
51-6093	Upholsterers	202	56	7	None	MT OJT	27,810
51-6099	Textile, Apparel, and Furnishings Workers, All Other	63	24	7	None	ST OJT	19,198
51-7011	Cabinetmakers and Bench Carpenters	363	100	7	None	MT OJT	36,046
51-7021	Furniture Finishers	79	22	7	None	ST OJT	26,936
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	136	35	7	None	ST OJT	31,034

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

## Exhibit A-5 (cont'd)

## Projected Occupational Openings 2015-2020 with Job Requirements

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	143	38	7	None	ST OJT	27,102
51-7099	Woodworkers, All Other	31	9	7	None	MT OJT	20,114
51-8012	Power Distributors and Dispatchers	39	20	7	None	LT OJT	103,334
51-8013	Power Plant Operators	124	49	7	None	LT OJT	85,384
51-8021	Stationary Engineers and Boiler Operators	149	76	7	None	LT OJT	71,448
51-8031	Water and Wastewater Treatment Plant and System Operators	324	534	7	None	LT OJT	78,582
51-8091	Chemical Plant and System Operators	208	85	7	None	LT OJT	57,990
51-8092	Gas Plant Operators	54	14	7	None	LT OJT	73,278
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	236	76	7	None	LT OJT	77,043
51-8099	Plant and System Operators, All Other	12	4	7	None	LT OJT	59,259
51-9011	Chemical Equipment Operators and Tenders	349	136	7	None	MT OJT	39,978
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters,	212	74	7	None	MT OJT	45,802
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and	100	30	7	None	MT OJT	31,741
51-9022	Grinding and Polishing Workers, Hand	121	28	8	None	MT OJT	23,317
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	506	177	7	None	MT OJT	28,163
51-9031	Cutters and Trimmers, Hand	38	10	8	None	ST OJT	25,043
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	173	45	7	None	ST OJT	28,392
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters,	222	60	7	None	MT OJT	27,747
51-9051	Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	54	13	7	None	MT OJT	43,701
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2,292	732	7	None	MT OJT	36,941
51-9071	Jewelers and Precious Stone and Metal Workers	82	27	7	None	LT OJT	35,443
51-9081	Dental Laboratory Technicians	201	72	7	None	MT OJT	38,418
51-9082	Medical Appliance Technicians	78	26	7	None	LT OJT	37,606
51-9083	Ophthalmic Laboratory Technicians	165	56	7	None	MT OJT	31,866
51-9111	Packaging and Filling Machine Operators and Tenders	2,000	665	7	None	MT OJT	23,192
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and	248	61	7	None	MT OJT	27,435
51-9122	Painters, Transportation Equipment	223	64	7	None	MT OJT	39,478
51-9123	Painting, Coating, and Decorating Workers	68	22	8	None	MT OJT	33,904
51-9141	Semiconductor Processors	120	35	4	None	MT OJT	31,699
51-9151	Photographic Process Workers and Processing Machine Operators	237	83	7	None	ST OJT	35,776
51-9191	Adhesive Bonding Machine Operators and Tenders	56	11	7	None	MT OJT	26,790
51-9192	Cleaning, Washing, and Metal Pickling Equipment Operators and	55	14	8	None	MT OJT	27,997
51-9193	Cooling and Freezing Equipment Operators and Tenders	27	7	7	None	MT OJT	26,936
51-9194	Etchers and Engravers	28	9	7	None	MT OJT	38,189
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	130	40	7	None	LT OJT	26,187
51-9196	Paper Goods Machine Setters, Operators, and Tenders	105	19	7	None	MT OJT	29,286
51-9197	Tire Builders	9	2	7	None	MT OJT	N/A
51-9198	Helpers—Production Workers	2,032	658	8	None	ST OJT	21,944
51-9199	Production Workers, All Other	1,494	497	7	None	MT OJT	24,586
53-1011	Aircraft Cargo Handling Supervisors	34	20	7	<5 years	None	51,043
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	928	302	7	<5 years	None	46,384
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine	1,042	398	7	<5 years	None	60,861
53-2011	Airline Pilots, Copilots, and Flight Engineers	539	460	3	<5 years	MT OJT	N/A
53-2012	Commercial Pilots	124	47	7	None	MT OJT	N/A
53-2021	Air Traffic Controllers	93	161	4	None	LT OJT	N/A
53-2022	Airfield Operations Specialists	37	39	7	None	LT OJT	60,362
53-2031	Flight Attendants	0	0	7	<5 years	MT OJT	N/A
53-3011	Ambulance Drivers and Attendants, Except Emergency Medical	63	23	7	None	MT OJT	26,395
53-3021	Bus Drivers, Transit and Intercity	407	366	7	None	MT OJT	40,435
53-3022	Bus Drivers, School or Special Client	1,395	691	7	None	ST OJT	31,242
53-3031	Driver/Sales Workers	2,239	817	7	None	ST OJT	25,168

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Sources: Estimates by LAEDC; Education and skills requirements from BLS

**Exhibit A-5 (cont'd)**  
**Projected Occupational Openings 2015-2020 with Job Requirements**

SOC Code	Occupational Title	LA County	LA City	Entry Level		On-the-Job Training to Attain Competency	Median Annual Wage
				Educ-ation	Work Exp		
53-3032	Heavy and Tractor-Trailer Truck Drivers	5,373	1,523	5	None	ST OJT	40,165
53-3033	Light Truck or Delivery Services Drivers	3,298	1,223	7	None	ST OJT	28,787
53-3041	Taxi Drivers and Chauffeurs	787	309	8	None	ST OJT	26,083
53-3099	Motor Vehicle Operators, All Other	326	146	7	None	ST OJT	58,011
53-4011	Locomotive Engineers	9	3	7	<5 years	MT OJT	N/A
53-4031	Railroad Conductors and Yardmasters	12	16	7	None	MT OJT	N/A
53-4041	Subway and Streetcar Operators	2	4	7	None	MT OJT	48,693
53-4099	Rail Transportation Workers, All Other	6	5	7	None	MT OJT	36,858
53-5011	Sailors and Marine Oilers	38	13	5	None	ST OJT	37,482
53-5021	Captains, Mates, and Pilots of Water Vessels	370	127	3	None	None	65,728
53-5022	Motorboat Operators	5	2	7	None	MT OJT	N/A
53-5031	Ship Engineers	12	4	5	None	ST OJT	64,314
53-6011	Bridge and Lock Tenders	1	1	7	None	MT OJT	N/A
53-6021	Parking Lot Attendants	1,634	668	8	None	ST OJT	20,550
53-6031	Automotive and Watercraft Service Attendants	525	177	8	None	ST OJT	27,643
53-6041	Traffic Technicians	6	4	8	None	ST OJT	65,998
53-6051	Transportation Inspectors	104	94	7	None	MT OJT	73,944
53-6061	Transportation Attendants, Except Flight Attendants	54	22	7	None	ST OJT	28,392
53-6099	Transportation Workers, All Other	406	223	7	None	ST OJT	38,480
53-7011	Conveyor Operators and Tenders	162	50	8	None	ST OJT	31,450
53-7021	Crane and Tower Operators	79	24	5	None	ST OJT	83,782
53-7032	Excavating and Loading Machine and Dragline Operators	102	32	7	<5 years	MT OJT	43,139
53-7041	Hoist and Winch Operators	3	1	8	None	ST OJT	N/A
53-7051	Industrial Truck and Tractor Operators	2,555	762	8	None	ST OJT	39,437
53-7061	Cleaners of Vehicles and Equipment	1,852	602	8	None	ST OJT	20,758
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	16,353	5,620	8	None	ST OJT	24,294
53-7063	Machine Feeders and Offbearers	88	25	8	None	ST OJT	22,734
53-7064	Packers and Packagers, Hand	4,593	1,541	8	None	ST OJT	19,947
53-7072	Pump Operators, Except Wellhead Pumps	12	4	8	None	ST OJT	43,493
53-7073	Wellhead Pumps	4	1	8	None	ST OJT	71,469
53-7081	Refuse and Recyclable Material Collectors	654	276	8	None	ST OJT	45,760
53-7121	Tank Car, Truck, and Ship Loaders	18	5	8	None	ST OJT	58,635
53-7199	Material Moving Workers, All Other	101	42	8	None	ST OJT	53,165

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Sources: Estimates by LAEDC; Education and skills requirements from BLS



**LAEDC**

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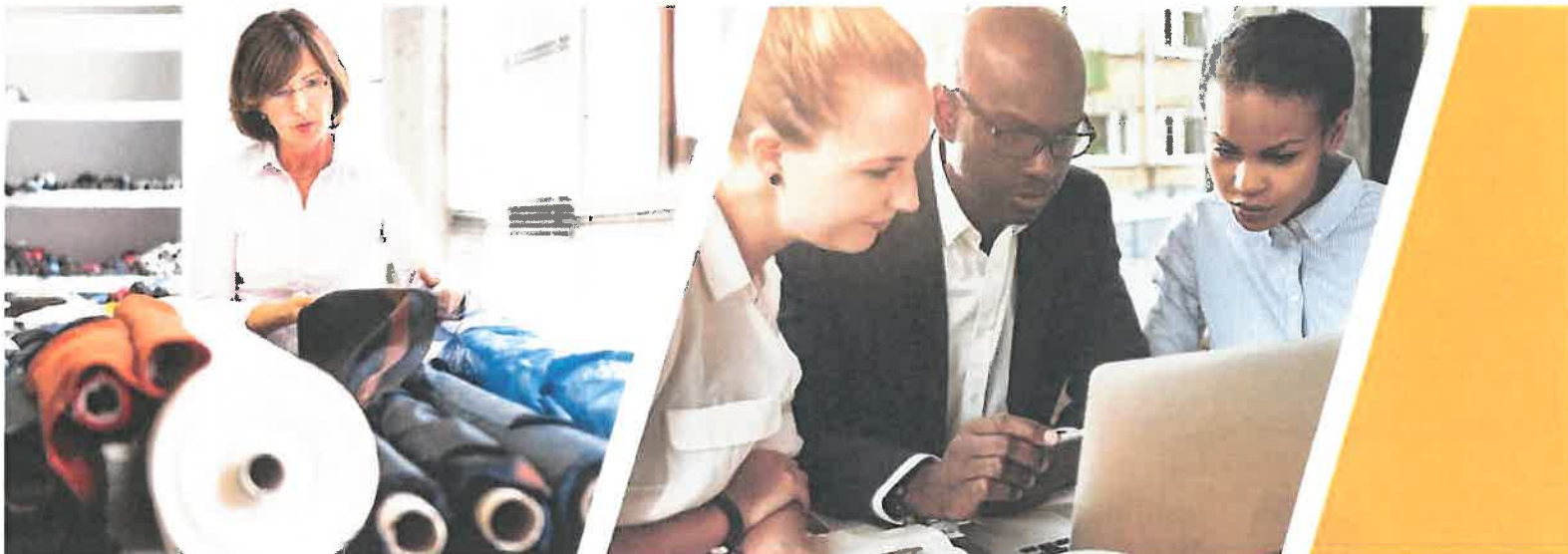
**Los Angeles Regional Planning Unit**

**Regional Plan**

**Attachment I.b.**

***Principal Resources for Economic Analysis:***

***Data Supplement - Los Angeles: People, Industry and  
Jobs 2015 - 2020, December 2016, LAEDC Institute for Applied  
Economics***



*Data  
Supplement*



# LOS ANGELES:

## PEOPLE, INDUSTRY AND JOBS

INSTITUTE FOR APPLIED ECONOMICS  
Los Angeles County Economic Development Corporation





# LOS ANGELES: PEOPLE, INDUSTRY AND JOBS

## *Data Supplement*



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This report was commissioned by the City of Los Angeles Workforce Development Board.

The LAEDC Institute for Applied Economics specializes in objective and unbiased economic and policy research in order to foster informed decision-making and guide strategic planning. In addition to commissioned research and analysis, the Institute conducts foundational research to ensure LAEDC's many programs for economic development are on target. The Institute focuses on economic impact studies, regional industry and cluster analysis and issue studies, particularly in workforce development and labor market analysis.

Every reasonable effort has been made to ensure that the data contained herein reflect the most accurate and timely information possible and they are believed to be reliable. This report is provided solely for informational purposes and is not to be construed as providing advice, recommendations, endorsements, representations or warranties of any kind whatsoever.

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# 1 LABOR FORCE ANALYSIS FOR SELECT GROUPS

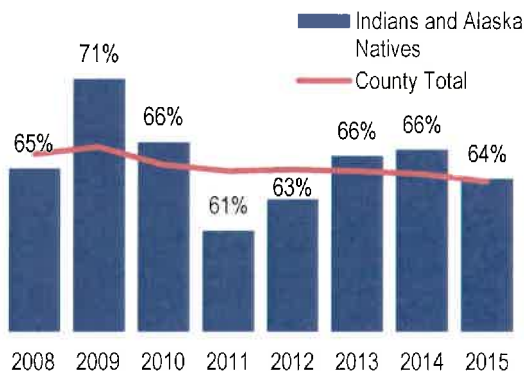
## 1.1 Indians and Alaska Natives

**Exhibit 1-1**  
**Select Education and Workforce Statistics for Indians and Alaska Natives in L.A. County.**

Population	55,283
Share of County Population	0.5%
<b>Population by Educational Attainment (25 and over)</b>	
No High School Degree	36.3%
High School Degree	43.6
Associate's Degree	5.2
Bachelor's Degree	9.8
Master's Degree	5.0
<b>Labor Force Statistics</b>	
Labor Force	35,410
Labor Force Participation Rate	64.1%
Employment	32,189
Unemployment	3,221
Unemployment Rate	9.1%

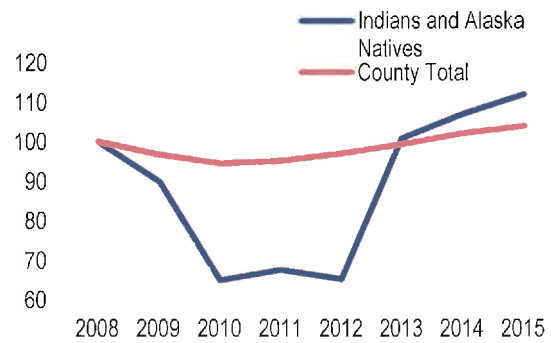
Sources: California Employment Development Department; LAEDC

**Exhibit 1-2**  
**Labor Force Participation in L.A. County**



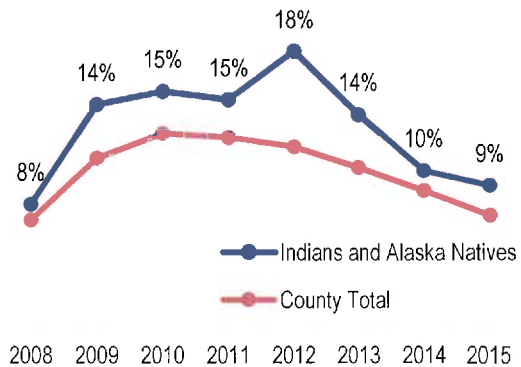
Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-3**  
**Employment Growth Since 2008 in L.A. County**



Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-4**  
**Unemployment Rates in L.A. County**



Sources: U.S. Census, American Community Survey, LAEDC

## 1.2 Native Hawaiians and Other Pacific Islanders

**Exhibit 1-5**

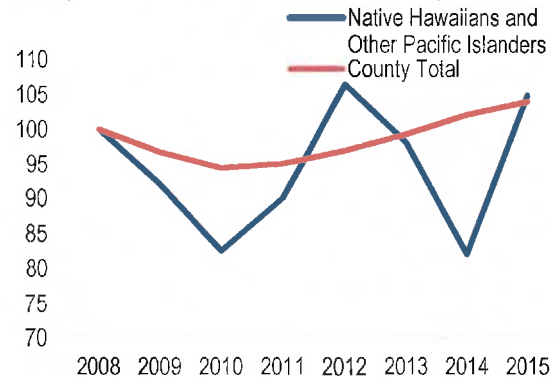
Select Education and Workforce Statistics for Native Hawaiians and Other Pacific Islanders in L.A. County.

<b>Population</b>	<b>21,869</b>
Share of County Population	0.2%
<b>Population by Educational Attainment (25 and over)</b>	
No High School Degree	10.7%
High School Degree	64.9
Associate's Degree	6.2
Bachelor's Degree	12.8
Master's Degree	5.4
<b>Labor Force Statistics</b>	
Labor Force	13,742
Labor Force Participation Rate	62.8%
Employment	12,437
Unemployment	1,305
Unemployment Rate	9.5%

Sources: California Employment Development Department; LAEDC

**Exhibit 1-7**

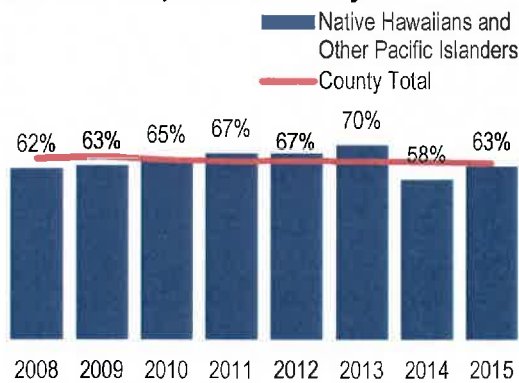
Employment Growth Since 2008 in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-6**

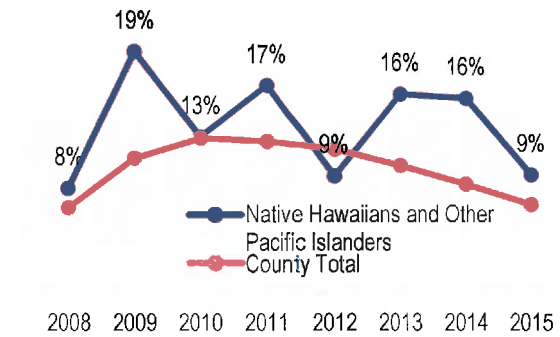
Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-8**

Unemployment Rates in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

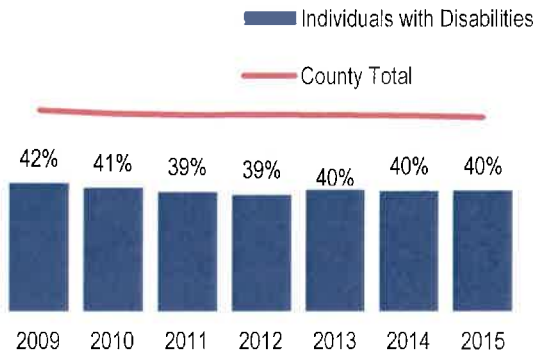
### 1.3 Individuals with Disabilities and Youths with Disabilities

**Exhibit 1-9**  
**Select Education and Workforce Statistics for Individuals with Disabilities in L.A. County.**

<b>Population</b>	<b>483,754</b>
Share of County Population	4.8%
<b>Population by Educational Attainment (25 and over)</b>	
No High School Degree	32.7%
High School Degree	43.8
Associate's Degree	5.9
Bachelor's Degree	11.2
Master's Degree	6.4
<b>Labor Force Statistics</b>	
Labor Force	192,709
Labor Force Participation Rate	39.8%
Employment	164,405
Unemployment	28,304
Unemployment Rate	14.7%

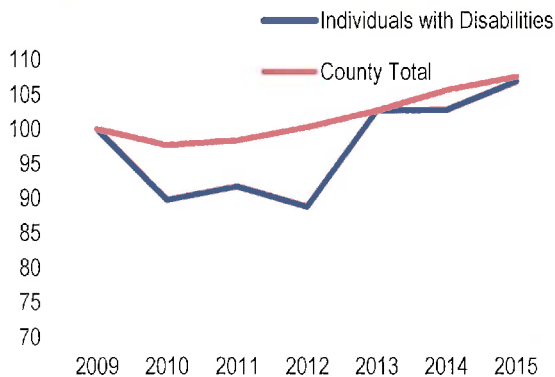
Sources: California Employment Development Department; LAEDC

**Exhibit 1-10**  
**Labor Force Participation in L.A. County**



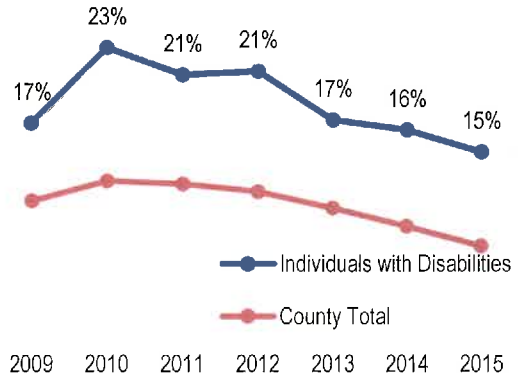
Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-11**  
**Employment Growth Since 2009 in L.A. County**



Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-12**  
**Unemployment Rates in L.A. County**



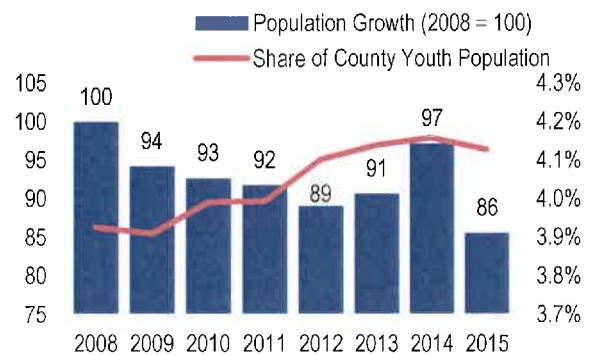
Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-13**  
**Select Education Statistics for Youths (Under 18) with Disabilities in L.A. County.**

<b>Population</b>	<b>61,459</b>	<b>Total</b>
Share of County Youth Population	2.7	
<b>School Enrollment by Grade Level (3 to 17 Years of Age)</b>		
Pre-K through 3 <sup>rd</sup> Grade	27.3%	36.4%
4 <sup>th</sup> Grade through 6 <sup>th</sup> Grade	22.2	20.7
7 <sup>th</sup> or 8 <sup>th</sup> Grade	13.6	13.9
High School	36.9	28.9

Sources: California Employment Development Department; LAEDC

**Exhibit 1-14**  
**Youth with Disability Population in L.A. County**



Sources: U.S. Census, American Community Survey, LAEDC

## 1.4 Older Individuals

**Exhibit 1-15**

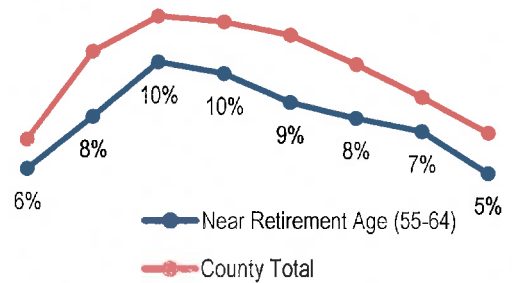
Select Education and Workforce Statistics for Individuals Near Retirement Age (55 to 64) in L.A. County.

<b>Population</b>	<b>1,175,678</b>
Share of County Population	11.6%
<b>Population by Educational Attainment (25 and over)</b>	
No High School Degree	23.8%
High School Degree	39.6
Associate's Degree	7.5
Bachelor's Degree	17.9
Master's Degree	11.5
<b>Labor Force Statistics</b>	
Labor Force	760,79
Labor Force Participation Rate	64.7%
Employment	719,850
Unemployment	40,929
Unemployment Rate	5.4%

Sources: California Employment Development Department; LAEDC

**Exhibit 1-18**

Unemployment Rates in L.A. County

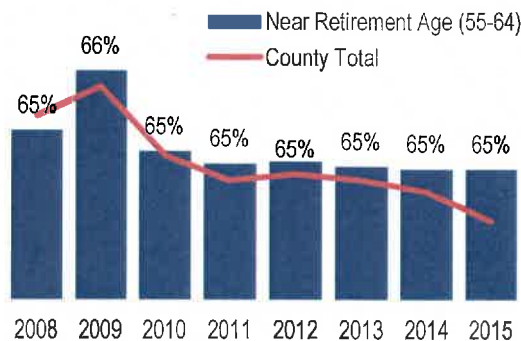


2008 2009 2010 2011 2012 2013 2014 2015

Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-16**

Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-19**

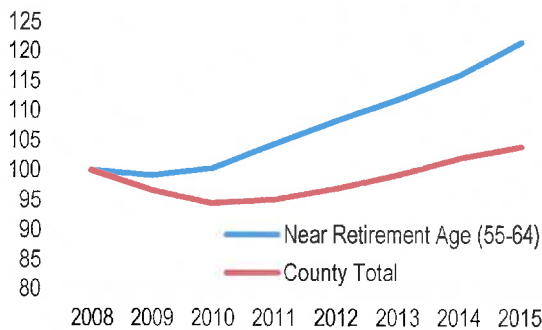
Select Education and Workforce Statistics for Individuals At Retirement Age (65 and Over) in L.A. County.

<b>Population</b>	<b>1,277,334</b>
Share of County Population	12.6%
<b>Population by Educational Attainment (25 and over)</b>	
No High School Degree	27.7%
High School Degree	39.0
Associate's Degree	6.0
Bachelor's Degree	15.3
Master's Degree	12.0
<b>Labor Force Statistics</b>	
Labor Force	233,035
Labor Force Participation Rate	18.2%
Employment	226,843
Unemployment	6,192
Unemployment Rate	2.7%

Sources: California Employment Development Department; LAEDC

**Exhibit 1-17**

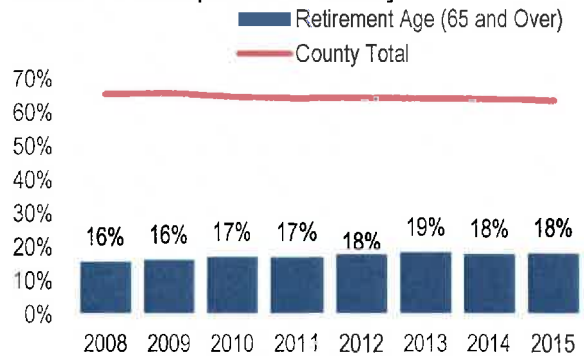
Employment Growth Since 2008 in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

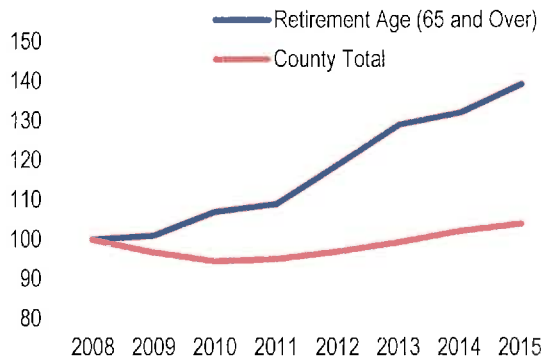
**Exhibit 1-20**

Labor Force Participation in L.A. County



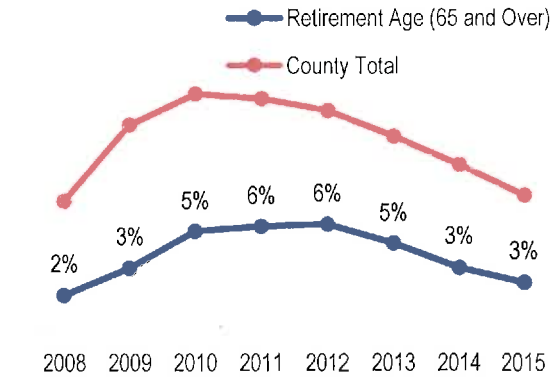
Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-21**  
**Employment Growth Since 2008 in L.A. County**



Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-22**  
**Unemployment Rates in L.A. County**



Sources: U.S. Census, American Community Survey, LAEDC

## 1.5 Individuals with Limited English Proficiency

**Exhibit 1-23**

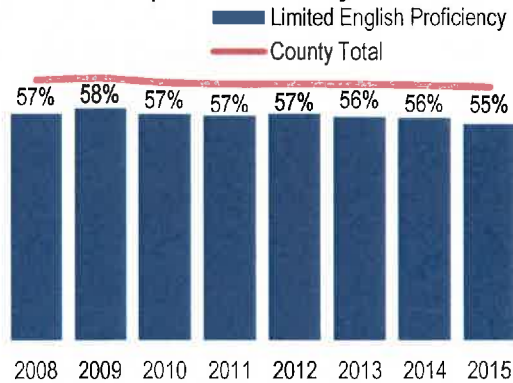
Select Education and Workforce Statistics for Individuals with Limited English Proficiency in L.A. County.

<b>Population</b>	<b>2,342,038</b>
Share of County Population	24.6%
<b>Population by Educational Attainment (25 and over)</b>	
No High School Degree	50.3%
High School Degree	32.6
Associate's Degree	4.0
Bachelor's Degree	9.5
Master's Degree	3.6
<b>Labor Force Statistics</b>	
Labor Force	1,277,179
Labor Force Participation Rate	54.5%
Employment	1,194,803
Unemployment	82,306
Unemployment Rate	6.4%

Sources: California Employment Development Department; LAEDC

**Exhibit 1-24**

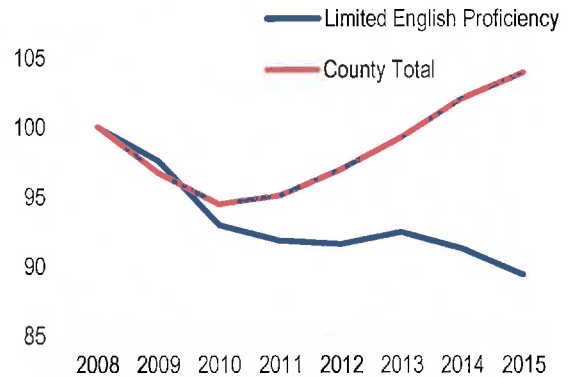
Labor Force Participation in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-25**

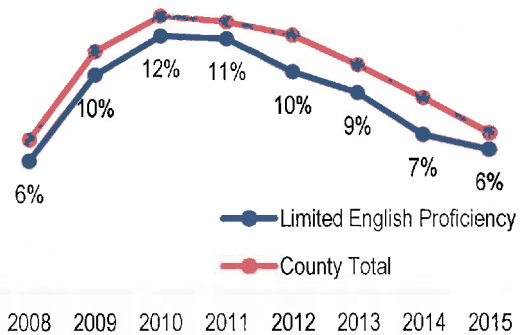
Employment Growth Since 2008 in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-26**

Unemployment Rates in L.A. County



Sources: U.S. Census, American Community Survey, LAEDC



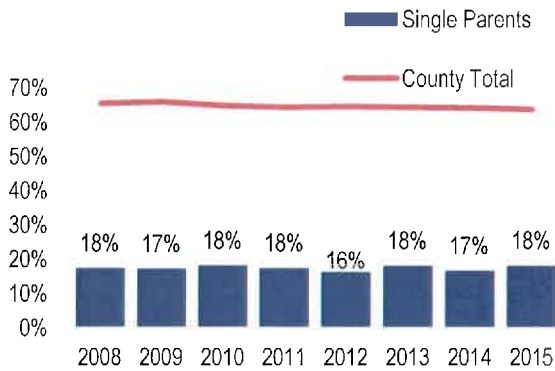
## 1.5 Single Parents

**Exhibit 1-27**  
**Select Education and Workforce Statistics for Single Parents in L.A. County.**

<b>Population</b>	<b>309,468</b>
Share of County Population	3.0%
<b>Population by Educational Attainment (25 and over)</b>	
No High School Degree	29.1%
High School Degree	46.4
Associate's Degree	6.9
Bachelor's Degree	11.9
Master's Degree	5.5
<b>Labor Force Statistics</b>	
Labor Force	252,920
Labor Force Participation Rate	18.3%
Employment	236,358
Unemployment	16,403
Unemployment Rate	6.5%

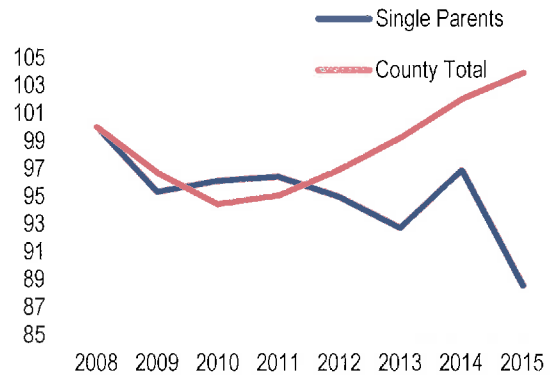
Sources: California Employment Development Department; LAEDC

**Exhibit 1-28**  
**Labor Force Participation in L.A. County**



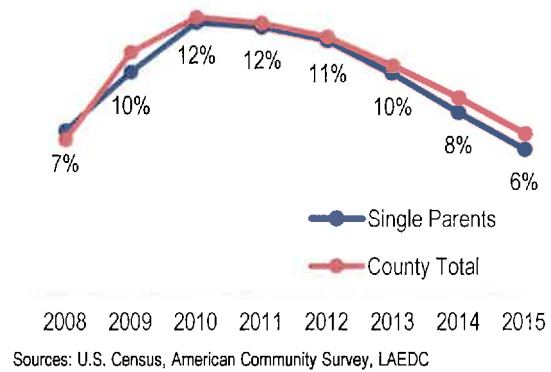
Sources: U.S. Census, American Community Survey, LAEDC

**Exhibit 1-29**  
**Employment Growth Since 2008 in L.A. County**



Sources: U.S. Census, American Community Survey, LAEDC

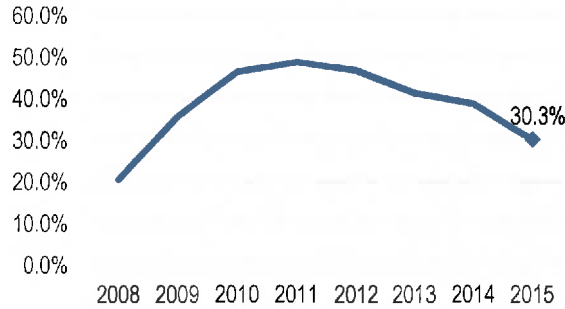
**Exhibit 1-30**  
**Unemployment Rates in L.A. County**



Sources: U.S. Census, American Community Survey, LAEDC

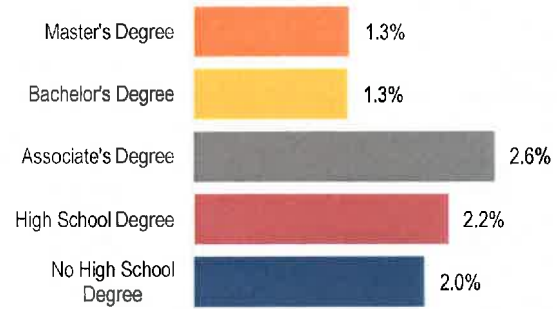
## 1.6 Long Term Unemployed Labor Force

**Exhibit 1-31**  
Share of Long-Term Unemployed Labor Force (27+ weeks) in L.A. County



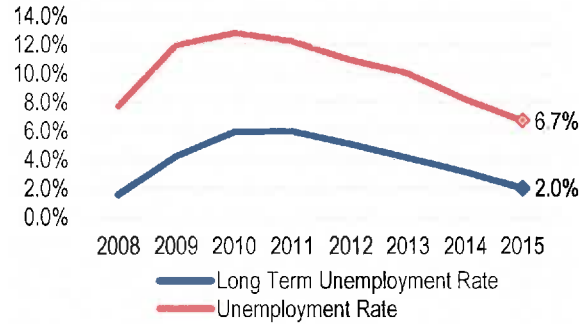
Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

**Exhibit 1-34**  
Long Term Unemployment Rate in L.A. County by Highest Level of Education in 2015



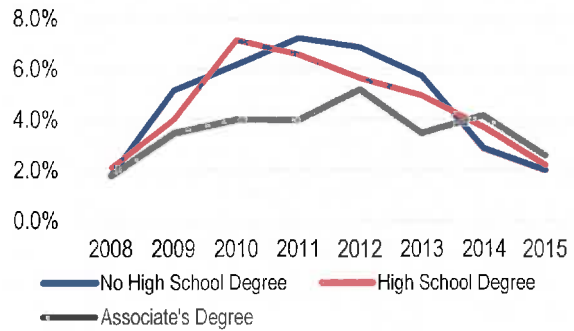
Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

**Exhibit 1-32**  
Unemployment and Long-Term Unemployment Rates in L.A. County



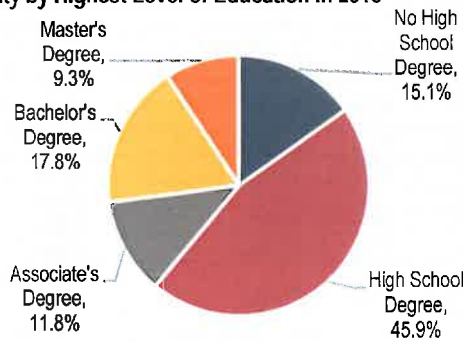
Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

**Exhibit 1-35**  
Long-Term Unemployment Rates in L.A. County for Select Education Levels



Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

**Exhibit 1-33**  
Long Term Unemployed Labor Force in L.A. County by Highest Level of Education in 2015



Source: Current Population Survey Public Use Tapes, Estimated by LAEDC

## 2 OCCUPATIONAL ANALYSIS

### 2.1 Manufacturing

Exhibit 2-1

#### Top Occupations in L.A. County's Manufacturing Industry

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	51-2092	Team Assemblers	4.56%	13.07	27,180	11.54	24,010	7	None	MT OJT
2	51-1011	First-Line Supervisors of Production and Operating Workers	2.81%	27.99	58,230	25.36	52,740	7	<5 years	None
3	51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2.63%	19.16	39,860	17.06	35,490	7	None	MT OJT
4	11-1021	General and Operations Managers	2.47%	62.25	129,480	50.74	105,530	3	≥5 years	None
5	51-9111	Packaging and Filling Machine Operators and Tenders	2.14%	13.55	28,180	11.55	24,020	7	None	MT OJT
6	51-4041	Machinists	2.12%	18.34	38,150	16.62	34,570	7	None	LT OJT
7	15-1133	Software Developers, Systems Software	1.89%	55.75	115,960	56.20	116,900	3	None	None
8	51-2022	Electrical and Electronic Equipment Assemblers	1.83%	16.17	33,640	14.81	30,810	7	None	MT OJT
9	43-5071	Shipping, Receiving, and Traffic Clerks	1.77%	14.82	30,830	13.73	28,570	7	None	ST OJT
10	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1.62%	29.08	60,500	23.06	47,970	7	None	MT OJT
11	17-2112	Industrial Engineers	1.40%	49.51	102,970	47.45	98,700	3	None	None
12	11-3051	Industrial Production Managers	1.28%	51.45	107,020	45.05	93,710	3	≥5 years	None
13	51-4121	Welders, Cutters, Solderers, and Brazers	1.28%	19.28	40,090	17.47	36,340	7	None	MT OJT
14	43-4051	Customer Service Representatives	1.22%	18.48	38,430	17.07	35,510	7	None	ST OJT
15	43-9061	Office Clerks, General	1.18%	15.88	33,030	14.83	30,840	7	None	ST OJT
16	49-9071	Maintenance and Repair Workers, General	1.08%	21.34	44,400	19.82	41,230	7	None	LT OJT
17	15-1132	Software Developers, Applications	1.07%	53.07	110,380	52.66	109,540	3	None	None
18	43-5061	Production, Planning, and Expediting Clerks	1.03%	22.82	47,470	21.35	44,410	7	None	MT OJT
19	13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	1.02%	33.98	70,680	32.51	67,630	3	None	LT OJT
20	17-2141	Mechanical Engineers	1.00%	47.82	99,470	45.83	95,330	3	None	None
21	11-9041	Architectural and Engineering Managers	0.98%	77.33	160,840	71.98	149,710	3	≥5 years	None
22	17-2072	Electronics Engineers, Except Computer	0.97%	57.93	120,500	56.82	118,190	3	None	None
23	43-3031	Bookkeeping, Accounting, and Auditing Clerks	0.96%	21.13	43,940	20.10	41,800	6	None	MT OJT
24	51-5112	Printing Press Operators	0.94%	17.14	35,650	15.19	31,600	7	None	MT OJT
25	49-9041	Industrial Machinery Mechanics	0.93%	29.55	61,470	28.79	59,870	7	None	LT OJT
26	17-2061	Computer Hardware Engineers	0.91%	53.68	111,650	52.58	109,370	3	None	None
27	13-2011	Accountants and Auditors	0.90%	37.94	78,910	34.66	72,090	3	None	None
28	51-3092	Food Batchmakers	0.89%	12.39	25,780	10.66	22,160	7	None	MT OJT
29	51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	0.86%	13.93	28,970	13.01	27,070	7	None	MT OJT
30	51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	0.84%	14.06	29,240	13.21	27,480	7	None	MT OJT
31	17-3023	Electrical and Electronics Engineering Technicians	0.80%	30.86	64,180	30.02	62,450	4	None	None

32	51-2099	Assemblers and Fabricators, All Other	0.80%	15.25	31,720	13.29	27,650	7	None	MT OJT
33	51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	0.79%	18.19	37,830	16.81	34,970	7	None	MT OJT
34	53-3032	Heavy and Tractor-Trailer Truck Drivers	0.79%	20.54	42,730	19.21	39,960	5	None	ST OJT
35	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	0.73%	19.31	40,160	18.38	38,240	7	None	ST OJT
36	13-1199	Business Operations Specialists, All Other	0.70%	36.53	75,990	34.27	71,290	3	None	None
37	17-2071	Electrical Engineers	0.69%	50.86	105,780	48.95	101,820	3	None	None
38	13-1161	Market Research Analysts and Marketing Specialists	0.67%	35	72,790	30.75	63,970	3	None	None
39	51-7011	Cabinetmakers and Bench Carpenters	0.64%	17.76	36,940	16.23	33,760	7	None	MT OJT
40	51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	0.63%	12.66	26,340	11.22	23,330	7	None	MT OJT
41	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	0.62%	41.19	85,670	34.82	72,430	3	None	MT OJT
42	51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	0.62%	15.32	31,870	14.04	29,210	7	None	MT OJT
43	11-3021	Computer and Information Systems Managers	0.59%	73.47	152,820	68.87	143,250	3	≥5 years	None
44	11-2022	Sales Managers	0.54%	61.25	127,410	52.86	109,960	3	<5 years	None
45	43-1011	First-Line Supervisors of Office and Administrative Support Workers	0.54%	28.68	59,650	27.17	56,510	7	<5 years	None
46	51-9199	Production Workers, All Other	0.51%	13.52	28,120	10.06	20,930	7	None	MT OJT
47	17-2011	Aerospace Engineers	0.51%	61.36	127,630	61.29	127,490	3	None	None
48	51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	0.51%	14.94	31,070	13.63	28,350	7	None	MT OJT
49	51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	0.50%	19.19	39,920	17.96	37,350	7	None	MT OJT
50	11-3031	Financial Managers	0.50%	72.17	150,110	65.08	135,370	3	≥5 years	None

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; On-the-Job Training: I/R=internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

## 2.2 Construction

**Exhibit 2-2**  
**Top Occupations in L.A. County's Construction Industry**

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	47-2031	Carpenters	10.28%	25.74	53,530	23.80	49,510	7	None	APP
2	47-2111	Electricians	6.38%	29.84	62,080	30.07	62,540	7	None	APP
3	47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	5.05%	36.93	76,820	35.84	74,550	7	≥5 years	None
4	47-2152	Plumbers, Pipefitters, and Steamfitters	4.60%	26.53	55,180	24.74	51,460	7	None	APP
5	11-9021	Construction Managers	3.48%	45.2	94,020	41.05	85,380	3	None	MT OJT
6	11-1021	General and Operations Managers	2.60%	62.25	129,480	50.74	105,530	3	≥5 years	None
7	43-9061	Office Clerks, General	2.50%	15.88	33,030	14.83	30,840	7	None	ST OJT
8	47-2073	Operating Engineers and Other Construction Equipment Operators	2.48%	35.73	74,330	37.42	77,840	7	None	MT OJT
9	13-1051	Cost Estimators	2.31%	31.81	66,160	29.08	60,480	3	None	None
10	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2.30%	25.76	53,580	25.09	52,180	5	None	LT OJT
11	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1.91%	19.31	40,160	18.38	38,240	7	None	ST OJT
12	43-3031	Bookkeeping, Accounting, and Auditing Clerks	1.82%	21.13	43,940	20.10	41,800	6	None	MT OJT
13	41-3099	Sales Representatives, Services, All Other	1.75%	29.74	61,870	25.46	52,950	7	None	MT OJT
14	47-2211	Sheet Metal Workers	1.21%	29.16	60,660	28.34	58,940	7	None	APP
15	47-2221	Structural Iron and Steel Workers	0.78%	31.29	65,090	33.40	69,480	7	None	APP
16	43-1011	First-Line Supervisors of Office and Administrative Support Workers	0.75%	28.68	59,650	27.17	56,510	7	<5 years	None
17	51-4121	Welders, Cutters, Solderers, and Brazers	0.72%	19.28	40,090	17.47	36,340	7	None	MT OJT
18	47-2121	Glaziers	0.71%	30.21	62,830	28.34	58,950	7	None	APP
19	49-9052	Telecommunications Line Installers and Repairers	0.64%	28.95	60,210	32.22	67,020	7	None	LT OJT
20	49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	0.64%	26.93	56,020	26.83	55,810	5	None	MT OJT
21	53-3032	Heavy and Tractor-Trailer Truck Drivers	0.62%	20.54	42,730	19.21	39,960	5	None	ST OJT
22	47-2021	Brickmasons and Blockmasons	0.61%	28.64	59,580	28.61	59,510	7	None	APP
23	47-3013	Helpers--Electricians	0.60%	18.77	39,040	15.80	32,870	7	None	ST OJT
24	13-2011	Accountants and Auditors	0.58%	37.94	78,910	34.66	72,090	3	None	None
25	47-2171	Reinforcing Iron and Rebar Workers	0.55%	26.78	55,690	26.50	55,120	7	None	APP
26	17-2051	Civil Engineers	0.52%	48.45	100,780	48.87	101,640	3	None	None
27	43-4171	Receptionists and Information Clerks	0.50%	14.57	30,300	13.64	28,380	7	None	ST OJT
28	49-9099	Installation, Maintenance, and Repair Workers, All Other	0.44%	17.69	36,800	16.98	35,320	7	None	MT OJT
29	49-9071	Maintenance and Repair Workers, General	0.43%	21.34	44,400	19.82	41,230	7	None	LT OJT
30	43-6011	Executive Secretaries and Executive Administrative Assistants	0.43%	29.15	60,630	28.47	59,230	7	<5 years	None
31	47-3015	Helpers--Pipefitters, Plumbers, Pipefitters, and Steamfitters	0.42%	15.29	31,810	14.59	30,340	7	None	ST OJT

32	43-5032	Dispatchers, Except Police, Fire, and Ambulance	0.42%	19.01	39,540	17.04	35,430	7	None	MT OJT
33	43-3051	Payroll and Timekeeping Clerks	0.41%	21.88	45,510	21.70	45,140	7	None	MT OJT
34	49-2098	Security and Fire Alarm Systems Installers	0.40%	22.38	46,550	22.65	47,110	7	None	MT OJT
35	13-1199	Business Operations Specialists, All Other	0.39%	36.53	75,990	34.27	71,290	3	None	None
36	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	0.36%	36.01	74,910	34.95	72,710	7	<5 years	None
37	11-3031	Financial Managers	0.32%	72.17	150,110	65.08	135,370	3	≥5 years	None
38	13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	0.31%	33.98	70,680	32.51	67,630	3	None	LT OJT
39	49-9051	Electrical Power-Line Installers and Repairers	0.28%	46.79	97,330	49.85	103,690	7	None	LT OJT
40	49-9098	Helpers—Installation, Maintenance, and Repair Workers	0.26%	14.83	30,850	13.85	28,810	7	None	ST OJT
41	17-3011	Architectural and Civil Drafters	0.25%	28.34	58,940	27.67	57,540	4	None	None
42	47-4021	Elevator Installers and Repairers	0.23%	37.82	78,660	41.97	87,290	7	None	APP
43	53-3033	Light Truck or Delivery Services Drivers	0.22%	17.16	35,690	14.21	29,550	7	None	ST OJT
44	43-5061	Production, Planning, and Expediting Clerks	0.22%	22.82	47,470	21.35	44,410	7	None	MT OJT
45	47-4099	Construction and Related Workers, All Other	0.22%	22.38	46,560	21.49	44,690	7	None	MT OJT
46	47-2022	Stonemasons	0.21%	15.55	32,340	12.74	26,510	7	None	APP
47	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	0.19%	13.89	28,890	12.77	26,560	8	None	ST OJT
48	37-3011	Landscaping and Groundskeeping Workers	0.19%	14.45	30,050	12.34	25,680	8	None	ST OJT
49	11-1011	Chief Executives	0.19%	104.04	216,400	#	#	3	≥5 years	None
50	49-3042	Mobile Heavy Equipment Mechanics, Except Engines	0.18%	30.71	63,890	29.09	60,520	7	None	LT OJT

**Education:** 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

## 2.3 Health Care

**Exhibit 2-3**

**Top Occupations in L.A. County's Health Care Industry**

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	29-1141	Registered Nurses	12.9%	46.61	96,960	47.30	98,380	3	None	None
2	39-9021	Personal Care Aides	15.1%	11.35	23,610	9.99	20,790	8	None	ST OJT
3	31-1014	Nursing Assistants	15.0%	14.67	30,500	13.88	28,870	5	None	None
4	31-9092	Medical Assistants	15.9%	16.39	34,100	15.71	32,680	5	None	None
5	43-6013	Medical Secretaries	15.1%	17.94	37,310	17.24	35,870	7	None	MT OJT
6	29-2061	Licensed Practical and Licensed Vocational Nurses	18.1%	23.86	49,630	23.73	49,360	5	None	None
7	31-9091	Dental Assistants	16.8%	18.31	38,080	17.47	36,340	5	None	None
8	43-4171	Receptionists and Information Clerks	13.6%	14.57	30,300	13.64	28,380	7	None	ST OJT
9	43-9061	Office Clerks, General	11.5%	15.88	33,030	14.83	30,840	7	None	ST OJT
10	25-2011	Preschool Teachers, Except Special Education	11.3%	15.65	32,550	14.28	29,700	4	None	None
11	31-1011	Home Health Aides	10.8%	13.96	29,040	11.32	23,540	8	None	ST OJT
12	21-1093	Social and Human Service Assistants	11.0%	21.59	44,900	19.40	40,360	7	None	ST OJT
13	43-1011	First-Line Supervisors of Office and Administrative Support Workers	10.3%	28.68	59,650	27.17	56,510	7	<5 years	None
14	37-2012	Maids and Housekeeping Cleaners	11.0%	12.64	26,300	11.26	23,410	8	None	ST OJT
15	11-9111	Medical and Health Services Managers	13.1%	57.22	119,030	55.44	115,310	3	<5 years	None
16	39-9011	Childcare Workers	13.0%	12.06	25,080	11.35	23,600	7	None	ST OJT
17	29-2021	Dental Hygienists	12.7%	46.69	97,120	49.93	103,860	4	None	None
18	43-3021	Billing and Posting Clerks	12.5%	17.91	37,240	17.24	35,860	7	None	MT OJT
19	29-1123	Physical Therapists	11.8%	44.29	92,120	44.62	92,810	1	None	None
20	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	12.6%	19.31	40,160	18.38	38,240	7	None	ST OJT
21	29-2012	Medical and Clinical Laboratory Technicians	13.0%	21.65	45,030	19.90	41,400	4	None	None
22	29-2034	Radiologic Technologists	12.9%	33.94	70,590	34.12	70,960	4	None	None
23	29-2041	Emergency Medical Technicians and Paramedics	12.8%	17.3	35,980	14.32	29,780	5	None	None
24	29-2071	Medical Records and Health Information Technicians	13.5%	22.76	47,330	20.47	42,580	5	None	None
25	29-1062	Family and General Practitioners	13.5%	88.32	183,710	79.52	165,400	1	None	I/R
26	21-1021	Child, Family, and School Social Workers	15.7%	27.91	58,050	25.52	53,090	3	None	None
27	29-1126	Respiratory Therapists	15.9%	35.99	74,850	35.98	74,830	4	None	None
28	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	16.2%	13.89	28,890	12.77	26,560	8	None	ST OJT
29	11-1021	General and Operations Managers	16.3%	62.25	129,480	50.74	105,530	3	≥5 years	None
30	43-4051	Customer Service Representatives	15.8%	18.48	38,430	17.07	35,510	7	None	ST OJT
31	29-1021	Dentists, General	15.4%	83.24	173,150	75.82	157,700	1	None	None
32	29-2099	Health Technologists and Technicians, All Other	15.4%	23.11	48,080	21.51	44,730	7	None	None
33	31-9097	Phlebotomists	15.4%	18.43	38,330	17.73	36,880	5	None	None
34	21-1022	Healthcare Social Workers	15.3%	32.86	68,360	31.56	65,640	2	None	None
35	29-1051	Pharmacists	15.4%	64.6	134,380	67.42	140,240	1	None	None
36	35-2012	Cooks, Institution and Cafeteria	15.9%	14.5	30,160	13.92	28,950	8	None	ST OJT
37	35-3041	Food Servers, Nonrestaurant	15.8%	14.27	29,680	11.82	24,580	8	None	ST OJT
38	13-1199	Business Operations Specialists, All Other	16.8%	36.53	75,990	34.27	71,290	3	None	None

39	43-3031	Bookkeeping, Accounting, and Auditing Clerks	16.5%	21.13	43,940	20.10	41,800	6	None	MT OJT
40	21-1015	Rehabilitation Counselors	16.7%	15.93	33,130	13.63	28,350	2	None	None
41	21-1014	Mental Health Counselors	16.9%	26.12	54,330	22.67	47,150	2	None	I/R
42	29-1171	Nurse Practitioners	16.6%	58.71	122,120	58.03	120,700	2	None	None
43	29-2055	Surgical Technologists	16.1%	27.22	56,610	27.17	56,510	5	None	None
44	29-2011	Medical and Clinical Laboratory Technologists	16.6%	40.17	83,560	40.54	84,310	3	None	None
45	11-9151	Social and Community Service Managers	16.5%	38.21	79,470	34.92	72,640	3	≥5 years	None
46	43-4111	Interviewers, Except Eligibility and Loan	16.4%	17.83	37,090	17.16	35,700	7	None	ST OJT
47	29-1122	Occupational Therapists	16.2%	41.89	87,140	43.70	90,890	2	None	None
48	29-2052	Pharmacy Technicians	16.6%	18.73	38,960	17.98	37,390	7	None	MT OJT
49	19-3031	Clinical, Counseling, and School Psychologists	16.6%	38.6	80,300	37.92	78,870	1	None	I/R
50	49-9071	Maintenance and Repair Workers, General	15.9%	21.34	44,400	19.82	41,230	7	None	LT OJT

**Education:** 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS



## 2.4 Accommodation and Food Services

### Exhibit 2-4

#### Top Occupations in L.A. County's Accommodation and Food Services Industry

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	4.8%	16.61	34,560	15.19	31,590	7	<5 years	None
2	11-9051	Food Service Managers	2.1%	23.5	48,890	20.62	42,890	7	<5 years	None
3	43-4081	Hotel, Motel, and Resort Desk Clerks	1.6%	12.37	25,730	11.43	23,780	7	None	ST OJT
4	35-1011	Chefs and Head Cooks	1.1%	19.59	40,740	17.34	36,070	7	≥5 years	None
5	11-1021	General and Operations Managers	0.8%	62.25	129,480	50.74	105,530	3	≥5 years	None
6	53-3031	Driver/Sales Workers	0.7%	14.26	29,650	11.68	24,300	7	None	ST OJT
7	49-9071	Maintenance and Repair Workers, General	0.6%	21.34	44,400	19.82	41,230	7	None	LT OJT
8	33-9032	Security Guards	0.5%	12.83	26,690	11.41	23,730	7	None	ST OJT
9	43-3031	Bookkeeping, Accounting, and Auditing Clerks	0.4%	21.13	43,940	20.10	41,800	6	None	MT OJT
10	11-9081	Lodging Managers	0.3%	28.81	59,930	24.59	51,140	7	<5 years	None
11	37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	0.3%	21.57	44,870	20.77	43,190	7	<5 years	None
12	43-9061	Office Clerks, General	0.2%	15.88	33,030	14.83	30,840	7	None	ST OJT
13	39-6011	Baggage Porters and Bellhops	0.2%	13.24	27,530	11.68	24,300	7	None	ST OJT
14	39-3011	Gaming Dealers	0.2%	13.21	27,470	11.97	24,890	7	None	ST OJT
15	43-1011	First-Line Supervisors of Office and Administrative Support Workers	0.2%	28.68	59,650	27.17	56,510	7	<5 years	None
16	41-3099	Sales Representatives, Services, All Other	0.2%	29.74	61,870	25.46	52,950	7	None	MT OJT
17	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	0.2%	19.31	40,160	18.38	38,240	7	None	ST OJT
18	13-1121	Meeting, Convention, and Event Planners	0.1%	26.88	55,900	25.12	52,260	3	None	None
19	31-9011	Massage Therapists	0.1%	20.1	41,800	19.58	40,720	5	None	None
20	43-4051	Customer Service Representatives	0.1%	18.48	38,430	17.07	35,510	7	None	ST OJT
21	13-2011	Accountants and Auditors	0.1%	37.94	78,910	34.66	72,090	3	None	None
22	39-6012	Concierges	0.1%	15.64	32,530	15.84	32,940	7	None	MT OJT
23	53-3033	Light Truck or Delivery Services Drivers	0.1%	17.16	35,690	14.21	29,550	7	None	ST OJT
24	43-2011	Switchboard Operators, Including Answering Service	0.1%	15.65	32,550	14.35	29,850	7	None	ST OJT
25	11-2022	Sales Managers	0.1%	61.25	127,410	52.86	109,960	3	<5 years	None
26	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	0.1%	36.01	74,910	34.95	72,710	7	<5 years	None
27	11-3031	Financial Managers	0.1%	72.17	150,110	65.08	135,370	3	≥5 years	None
28	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	0.1%	19.05	39,620	19.43	40,410	7	None	ST OJT
29	41-1011	First-Line Supervisors of Retail Sales Workers	0.1%	20.71	43,080	18.36	38,180	7	<5 years	None
30	39-9032	Recreation Workers	0.1%	13.26	27,580	12.57	26,140	7	None	ST OJT
31	43-4171	Receptionists and Information Clerks	0.1%	14.57	30,300	13.64	28,380	7	None	ST OJT
32	13-1071	Human Resources Specialists	0.1%	34.34	71,430	31.14	64,770	3	None	None
33	11-3011	Administrative Services Managers	0.1%	48.61	101,110	43.82	91,140	3	<5 years	None
34	43-3051	Payroll and Timekeeping Clerks	0.0%	21.88	45,510	21.70	45,140	7	None	MT OJT
35	43-6011	Executive Secretaries and Executive Administrative Assistants	0.0%	29.15	60,630	28.47	59,230	7	<5 years	None

36	39-3093	Locker Room, Coatroom, and Dressing Room Attendants	0.0%	14.31	29,770	15.01	31,230	7	None	ST OJT
37	13-1199	Business Operations Specialists, All Other	0.0%	36.53	75,990	34.27	71,290	3	None	None
38	43-3021	Billing and Posting Clerks	0.0%	17.91	37,240	17.24	35,860	7	None	MT OJT
39	51-3093	Food Cooking Machine Operators and Tenders	0.0%	12.02	25,000	10.05	20,910	7	None	MT OJT
40	43-5071	Shipping, Receiving, and Traffic Clerks	0.0%	14.82	30,830	13.73	28,570	7	None	ST OJT
41	13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	0.0%	33.98	70,680	32.51	67,630	3	None	LT OJT
42	49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	0.0%	17.82	37,070	15.73	32,730	7	None	ST OJT
43	39-9031	Fitness Trainers and Aerobics Instructors	0.0%	24.5	50,970	23.99	49,910	7	None	ST OJT
44	43-3041	Gaming Cage Workers	0.0%	15.25	31,730	13.05	27,130	7	None	ST OJT
45	11-9199	Managers, All Other	0.0%	62.53	130,060	58.11	120,860	3	<5 years	None
46	13-1161	Market Research Analysts and Marketing Specialists	0.0%	35	72,790	30.75	63,970	3	None	None
47	39-1021	First-Line Supervisors of Personal Service Workers	0.0%	22.43	46,660	20.38	42,390	7	<5 years	None
48	39-5094	Skincare Specialists	0.0%	17.65	36,700	16.56	34,450	5	None	None
49	11-3121	Human Resources Managers	0.0%	60.44	125,710	56.40	117,320	3	≥5 years	None
50	43-4161	Human Resources Assistants, Except Payroll and Timekeeping	0.0%	21.29	44,270	20.67	42,990	4	None	None

**Education:** 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

## 2.5 Transportation and Warehousing

### Exhibit 2-5

#### Top Occupations in L.A. County's Transportation and Warehousing Industry

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	53-3032	Heavy and Tractor-Trailer Truck Drivers	14.57%	20.54	42,730	19.21	39,960	5	None	ST OJT
2	43-5052	Postal Service Mail Carriers	6.17%	25.56	53,160	28.50	59,290	7	None	ST OJT
3	53-3033	Light Truck or Delivery Services Drivers	4.99%	17.16	35,690	14.21	29,550	7	None	ST OJT
4	53-3022	Bus Drivers, School or Special Client	2.63%	14.51	30,180	13.64	28,370	7	None	ST OJT
5	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	2.44%	19.05	39,620	19.43	40,410	7	None	ST OJT
6	43-5053	Postal Service Mail Sorters, Processors, and Processing Machine Operators	2.44%	24.15	50,230	26.78	55,700	7	None	ST OJT
7	43-5011	Cargo and Freight Agents	2.12%	22.54	46,880	20.52	42,690	7	None	ST OJT
8	43-5032	Dispatchers, Except Police, Fire, and Ambulance	1.93%	19.01	39,540	17.04	35,430	7	None	MT OJT
9	43-5071	Shipping, Receiving, and Traffic Clerks	1.84%	14.82	30,830	13.73	28,570	7	None	ST OJT
10	53-3021	Bus Drivers, Transit and Intercity	1.69%	18.84	39,190	18.69	38,880	7	None	MT OJT
11	43-1011	First-Line Supervisors of Office and Administrative Support Workers	1.65%	28.68	59,650	27.17	56,510	7	<5 years	None
12	53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	1.61%	31.08	64,640	30.00	62,400	7	<5 years	None
13	49-3011	Aircraft Mechanics and Service Technicians	1.50%	31.27	65,050	32.09	66,750	5	None	None
14	11-1021	General and Operations Managers	1.47%	62.25	129,480	50.74	105,530	3	≥5 years	None
15	43-5051	Postal Service Clerks	1.38%	25.95	53,980	27.31	56,800	7	None	ST OJT
16	43-4051	Customer Service Representatives	1.37%	18.48	38,430	17.07	35,510	7	None	ST OJT
17	53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	1.31%	23.75	49,400	21.57	44,870	7	<5 years	None
18	43-9061	Office Clerks, General	1.21%	15.88	33,030	14.83	30,840	7	None	ST OJT
19	41-3099	Sales Representatives, Services, All Other	1.02%	29.74	61,870	25.46	52,950	7	None	MT OJT
20	49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1.02%	25.71	53,480	26.45	55,020	7	None	LT OJT
21	11-3071	Transportation, Storage, and Distribution Managers	0.94%	46.21	96,110	41.06	85,400	7	≥5 years	None
22	43-5021	Couriers and Messengers	0.93%	15.97	33,220	15.39	32,020	7	None	ST OJT
23	43-3031	Bookkeeping, Accounting, and Auditing Clerks	0.80%	21.13	43,940	20.10	41,800	6	None	MT OJT
24	49-9071	Maintenance and Repair Workers, General	0.80%	21.34	44,400	19.82	41,230	7	None	LT OJT
25	53-6099	Transportation Workers, All Other	0.79%	18.01	37,460	18.30	38,060	7	None	ST OJT
26	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	0.64%	19.31	40,160	18.38	38,240	7	None	ST OJT
27	53-6061	Transportation Attendants, Except Flight Attendants	0.56%	13.39	27,850	12.46	25,920	7	None	ST OJT
28	43-5061	Production, Planning, and Expediting Clerks	0.52%	22.82	47,470	21.35	44,410	7	None	MT OJT
29	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	0.44%	36.01	74,910	34.95	72,710	7	<5 years	None

30	43-3021	Billing and Posting Clerks	0.38%	17.91	37,240	17.24	35,860	7	None	MT OJT
31	13-1199	Business Operations Specialists, All Other	0.35%	36.53	75,990	34.27	71,290	3	None	None
32	43-4151	Order Clerks	0.33%	16.21	33,720	14.98	31,170	7	None	ST OJT
33	53-3031	Driver/Sales Workers	0.32%	14.26	29,650	11.68	24,300	7	None	ST OJT
34	13-2011	Accountants and Auditors	0.27%	37.94	78,910	34.66	72,090	3	None	None
35	39-6011	Baggage Porters and Bellhops	0.25%	13.24	27,530	11.68	24,300	7	None	ST OJT
36	53-5021	Captains, Mates, and Pilots of Water Vessels	0.24%	32.43	67,450	30.15	62,710	5	<5 years	None
37	33-9032	Security Guards	0.23%	12.83	26,690	11.41	23,730	7	None	ST OJT
38	11-2022	Sales Managers	0.22%	61.25	127,410	52.86	109,960	3	<5 years	None
39	11-3011	Administrative Services Managers	0.21%	48.61	101,110	43.82	91,140	3	<5 years	None
40	49-3023	Automotive Service Technicians and Mechanics	0.20%	19.33	40,210	17.07	35,500	5	None	ST OJT
41	43-9021	Data Entry Keyers	0.18%	14.93	31,050	14.11	29,350	7	None	MT OJT
42	49-2091	Avionics Technicians	0.18%	31.94	66,440	32.17	66,910	4	None	None
43	43-4171	Receptionists and Information Clerks	0.17%	14.57	30,300	13.64	28,380	7	None	ST OJT
44	49-9098	Helpers--Installation, Maintenance, and Repair Workers	0.17%	14.83	30,850	13.85	28,810	7	None	ST OJT
45	53-6051	Transportation Inspectors	0.17%	35.75	74,360	33.60	69,880	7	None	MT OJT
46	51-9111	Packaging and Filling Machine Operators and Tenders	0.16%	13.55	28,180	11.55	24,020	7	None	MT OJT
47	13-1071	Human Resources Specialists	0.15%	34.34	71,430	31.14	64,770	3	None	None
48	43-4071	File Clerks	0.15%	15.24	31,690	14.14	29,420	7	None	ST OJT
49	53-1011	Aircraft Cargo Handling Supervisors	0.15%	26.74	55,620	26.51	55,140	7	<5 years	None
50	43-3011	Bill and Account Collectors	0.14%	19.85	41,280	18.35	38,180	7	None	MT OJT

Education: 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; On-the-Job Training: I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS

## 2.6 Information Technology

Exhibit 2-6

### Top Occupations in L.A. County's Information Technology Sector

	SOC Code	Occupation	% of Industry	Hourly Average Wage	Annual Average Wage	Hourly Median Wage	Annual Median Wage	Entry Level Education	Work Experience	On-the-Job Training
1	15-1132	Software Developers, Applications	6.82%	53.07	110,380	52.66	109,540	3	None	None
2	15-1133	Software Developers, Systems Software	4.19%	55.75	115,960	56.20	116,900	3	None	None
3	11-1021	General and Operations Managers	2.83%	62.25	129,480	50.74	105,530	3	≥5 years	None
4	13-1161	Market Research Analysts and Marketing Specialists	2.74%	35.00	72,790	30.75	63,970	3	None	None
5	41-3099	Sales Representatives, Services, All Other	2.47%	29.74	61,870	25.46	52,950	7	None	MT OJT
6	15-1121	Computer Systems Analysts	2.45%	45.58	94,800	44.78	93,150	3	None	None
7	43-4051	Customer Service Representatives	2.24%	18.48	38,430	17.07	35,510	7	None	ST OJT
8	13-1111	Management Analysts	2.19%	47.54	98,880	42.07	87,510	3	<5 years	None
9	11-3021	Computer and Information Systems Managers	2.04%	73.47	152,820	68.87	143,250	3	≥5 years	None
10	15-1151	Computer User Support Specialists	1.93%	27.56	57,320	26.55	55,230	6	None	None
11	13-1199	Business Operations Specialists, All Other	1.87%	36.53	75,990	34.27	71,290	3	None	None
12	43-9061	Office Clerks, General	1.86%	15.88	33,030	14.83	30,840	7	None	ST OJT
13	15-1131	Computer Programmers	1.66%	45.98	95,650	45.10	93,800	3	None	None
14	13-2011	Accountants and Auditors	1.54%	37.94	78,910	34.66	72,090	3	None	None
15	17-2061	Computer Hardware Engineers	1.49%	53.68	111,650	52.58	109,370	3	None	None
16	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1.47%	19.31	40,160	18.38	38,240	7	None	ST OJT
17	49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	1.40%	26.93	56,020	26.83	55,810	5	None	MT OJT
18	15-1142	Network and Computer Systems Administrators	1.27%	40.78	84,820	39.76	82,700	3	None	None
19	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	1.26%	41.19	85,670	34.82	72,430	3	None	MT OJT
20	43-6011	Executive Secretaries and Executive Administrative Assistants	1.25%	29.15	60,630	28.47	59,230	7	<5 years	None
21	27-2012	Producers and Directors	1.22%	65.22	135,650	46.20	96,100	3	<5 years	None
22	43-3031	Bookkeeping, Accounting, and Auditing Clerks	1.18%	21.13	43,940	20.10	41,800	6	None	MT OJT
23	17-2072	Electronics Engineers, Except Computer	1.17%	57.93	120,500	56.82	118,190	3	None	None
24	51-2022	Electrical and Electronic Equipment Assemblers	1.15%	16.17	33,640	14.81	30,810	7	None	MT OJT
25	27-1024	Graphic Designers	1.03%	28.21	58,670	25.07	52,140	3	None	None
26	43-1011	First-Line Supervisors of Office and Administrative Support Workers	0.96%	28.68	59,650	27.17	56,510	7	<5 years	None
27	15-1134	Web Developers	0.93%	33.85	70,410	31.16	64,820	4	None	None
28	11-2021	Marketing Managers	0.93%	70.61	146,860	66.87	139,080	3	≥5 years	None
29	11-9041	Architectural and Engineering Managers	0.90%	77.33	160,840	71.98	149,710	3	≥5 years	None
30	43-5071	Shipping, Receiving, and Traffic Clerks	0.89%	14.82	30,830	13.73	28,570	7	None	ST OJT
31	43-5061	Production, Planning, and Expediting Clerks	0.88%	22.82	47,470	21.35	44,410	7	None	MT OJT
32	11-2022	Sales Managers	0.86%	61.25	127,410	52.86	109,960	3	<5 years	None
33	13-1071	Human Resources Specialists	0.80%	34.34	71,430	31.14	64,770	3	None	None

34	17-3023	Electrical and Electronics Engineering Technicians	0.78%	30.86	64,180	30.02	62,450	4	None	None
35	17-2071	Electrical Engineers	0.78%	50.86	105,780	48.95	101,820	3	None	None
36	11-3031	Financial Managers	0.74%	72.17	150,110	65.08	135,370	3	≥5 years	None
37	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	0.73%	29.08	60,500	23.06	47,970	7	None	MT OJT
38	51-2092	Team Assemblers	0.73%	13.07	27,180	11.54	24,010	7	None	MT OJT
39	41-3011	Advertising Sales Agents	0.71%	35.60	74,040	30.48	63,400	7	None	MT OJT
40	51-5112	Printing Press Operators	0.69%	17.14	35,650	15.19	31,600	7	None	MT OJT
41	15-1199	Computer Occupations, All Other	0.69%	38.22	79,490	36.11	75,120	3	None	None
42	51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	0.67%	19.16	39,860	17.06	35,490	7	None	MT OJT
43	27-4032	Film and Video Editors	0.65%	54.07	112,460	45.26	94,130	3	None	None
44	15-1152	Computer Network Support Specialists	0.63%	35.69	74,230	34.26	71,260	4	None	None
45	13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	0.63%	33.98	70,680	32.51	67,630	3	None	LT OJT
46	15-1143	Computer Network Architects	0.61%	57.83	120,290	57.68	119,980	3	≥5 years	None
47	31-9096	Veterinary Assistants and Laboratory Animal Caretakers	0.60%	13.86	28,820	13.07	27,190	7	None	ST OJT
48	13-2051	Financial Analysts	0.59%	44.72	93,010	41.53	86,390	3	None	None
49	17-2112	Industrial Engineers	0.57%	49.51	102,970	47.45	98,700	3	None	None
50	27-3031	Public Relations Specialists	0.56%	35.12	73,050	29.21	60,760	3	None	None

**Education:** 1=Doctoral or professional degree; 2=Master's degree; 3=Bachelor's degree; 4=Associate's degree; 5=Postsecondary non-degree award; 6=Some college, no degree; 7=High school diploma or equivalent; 8=Less than high school; **On-the-Job Training:** I/R=Internship/Residency; APP=Apprenticeship; LT OJT=Long-term on-the-job training (more than one year); MT OJT=Moderate-term on-the-job training (1-12 months); ST OJT=Short-term on-the-job training (1 month or less)

Sources: Estimates by LAEDC; Education and skills requirements from BLS



**Los Angeles Regional Planning Unit  
Regional Plan**

**Attachment I.c.**

***Principal Resources for Economic Analysis:***

***Regional Planning Unit Summary: Los Angeles Basin,  
California Employment Development Department,  
Labor Market Information Division (EDD LMID),  
September 1, 2016 – Revised***

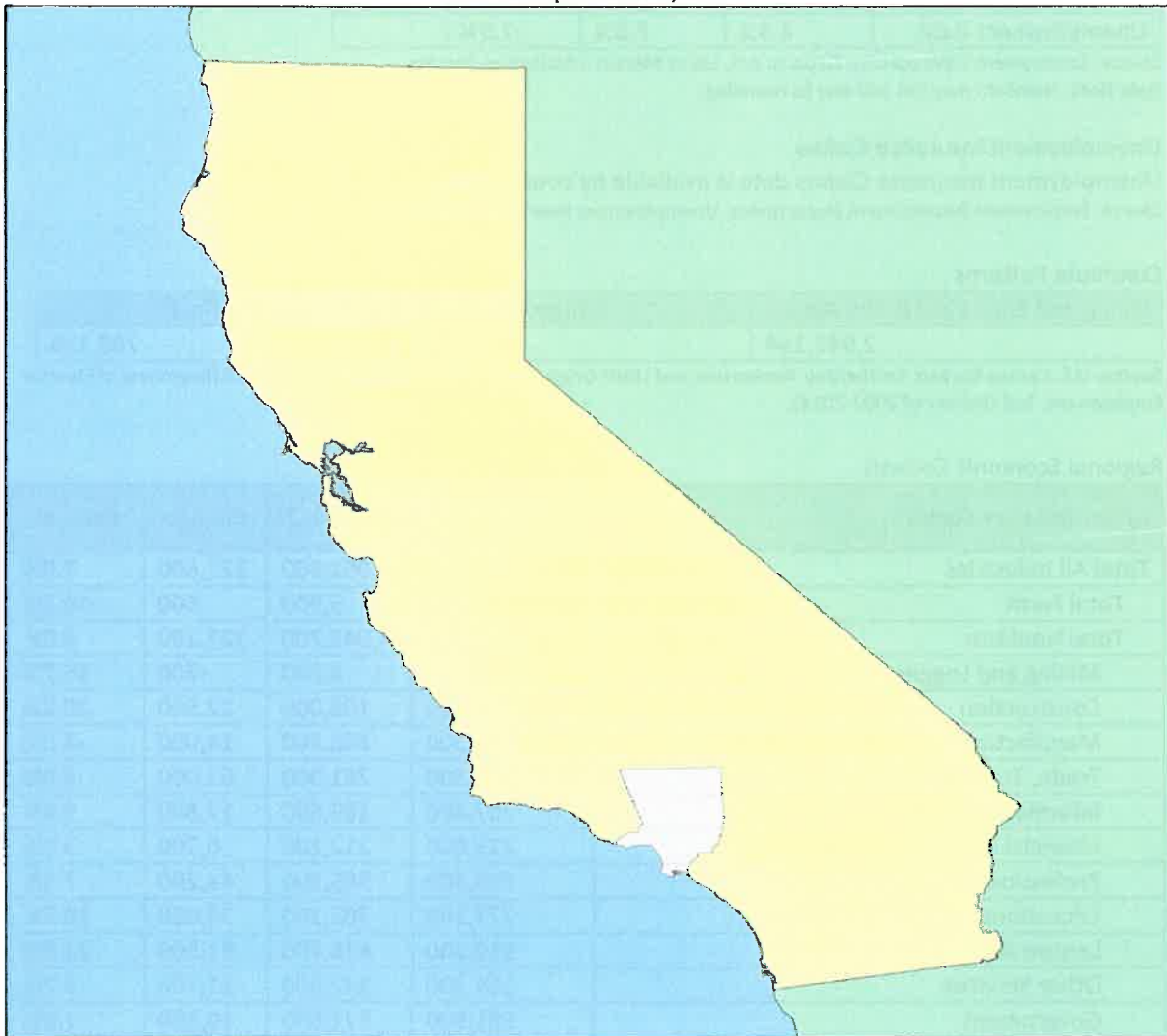




# Regional Planning Unit Summary: Los Angeles Basin

Employment Development Department, Labor Market Information Division

Revised September 1, 2016



Los Angeles County



### Regional Planning Unit: Los Angeles Basin

Local Workforce Development Areas: Foothill Consortium, Los Angeles City/County, Pacific Gateway Workforce Investment Network, South Bay Consortium, (SELACO) Southeast Los Angeles County Consortium, and Verdugo Consortium  
County: Los Angeles

### Labor Market Profile

	May 2016	May 2015	Change	Percent
Labor Market	4,990,800	5,028,100	-37,300	-0.7%
Employed	4,777,200	4,684,200	93,000	2.0%
Unemployed	213,600	343,900	-130,300	-37.9%
Unemployment Rate	4.3%	6.8%	-2.6%	-

Source: Employment Development Department, Labor Market Information Division.

Data Note: Numbers may not add due to rounding.

### Unemployment Insurance Claims

Unemployment Insurance Claims data is available by county [here](#).

Source: Employment Development Department, Unemployment Insurance Division.

### Commute Patterns

Living and Employed in the Area	Inflow	Outflow
2,942,194	925,915	703,156

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2014).

### Regional Economic Growth

Major Industry Sector	May 2016 (preliminary)	May 2012	Change	Percent	Location Quotient
Total All Industries	4,373,200	4,051,600	321,600	7.9%	-
Total Farm	5,300	5,900	-600	-10.2%	0.0
Total Nonfarm	4,367,900	4,045,700	322,200	8.0%	1.0
Mining and Logging	3,500	4,200	-700	-16.7%	0.5
Construction	130,500	108,000	22,500	20.8%	0.7
Manufacturing	354,300	368,300	-14,000	-3.8%	1.1
Trade, Transportation and Utilities	822,900	761,900	61,000	8.0%	1.1
Information	207,400	189,600	17,800	9.4%	1.6
Financial Activities	219,000	212,100	6,900	3.3%	1.0
Professional and Business Services	606,800	565,600	41,200	7.3%	0.9
Educational and Health Services	777,100	703,100	74,000	10.5%	1.2
Leisure and Hospitality	510,200	418,700	91,500	21.9%	1.0
Other Services	154,300	142,600	11,700	8.2%	1.1
Government	581,900	571,600	10,300	1.8%	0.9

Source: Employment Development Department, Labor Market Information Division.

Data Note: Numbers may not add due to suppression. Location quotients (LQs) are calculated by first dividing RPU industry employment by the all industry total of RPU employment. Second, California industry employment is divided by the all industry total for California. Finally, the RPU ratio (first calculation) is divided by the California ratio (second calculation). If an LQ is equal to 1, then the industry has the same share of RPU employment as it does in California. An LQ greater than 1 indicates an industry with a greater share of RPU employment than is the case statewide.

Demand Industry Sectors

Top Demand Industry Sub Sector	Total Projected Job Openings 2012-2022	Location Quotient
Restaurants and Other Eating Places	162,502	1.0
Individual and Family Services	111,070	1.4
Elementary and Secondary Schools	64,054	0.9
Employment Services	46,154	1.1
Colleges, Universities, and Professional Schools	43,024	1.1
Motion Picture and Video Industries	38,560	3.2
Management, Scientific, and Technical Consulting Services	37,758	1.0
General Medical and Surgical Hospitals	35,715	1.1
Grocery Stores	32,266	1.0
Other General Merchandise Stores	29,729	0.9

Source: Employment Development Department, Labor Market Information Division.

Data Note: Total projected job openings are the sum of new and replacement job openings.

Emergent Industry Sectors

Top Emergent Industry Sub Sector	Numeric Change 2012-2022	Percent Change	Location Quotient
Other Information Services	7,210	78.9%	0.6
Electronic Shopping and Mail Order Houses	5,420	75.8%	1.0
Wired Telecommunications Carriers	9,890	75.6%	1.2
Other General Merchandise Stores	19,480	62.2%	0.9
Individual and Family Services	95,280	60.6%	1.4
Management, Scientific, and Technical Consulting Services	28,350	60.5%	1.0
Home Health Care Services	11,880	52.8%	1.1
Software Publishers	2,800	51.3%	0.4
Taxi and Limousine Service	1,140	50.0%	1.1
Outpatient Care Centers	11,350	49.2%	0.9

Source: Employment Development Department, Labor Market Information Division.

Data Note: Emergent industry sectors are industries with the highest levels of growth as measured by percent change.

Top 25 Middle-Skill, Middle-Wage or Higher Occupations

<b>Top 25 Middle-Skill, Middle-Wage or Higher Occupations</b>	<b>Total Projected Job Openings 2012-2022</b>	<b>HWOL Job Ads</b>	<b>Median Annual Wage 2016 1st Quarter</b>
Registered Nurses	23,591	11,315	\$99,805
Licensed Practical and Licensed Vocational Nurses	10,302	2,066	\$50,077
Medical Assistants	9,095	1,892	\$33,325
Heavy and Tractor-Trailer Truck Drivers	8,200	5,673	\$40,713
Computer User Support Specialists	5,410	3,801	\$56,028
Dental Assistants	3,671	1,406	\$37,060
Telecommunications Equipment Installers and Repairers, Except Line Installers	3,312	349	\$56,441
Medical and Clinical Laboratory Technicians	2,950	156	\$41,995
Paralegals and Legal Assistants	2,859	1,534	\$58,047
Web Developers	2,644	4,740	\$65,759
Firefighters	2,518	24	\$76,834
Dental Hygienists	2,515	215	\$105,358
First-Line Supervisors of Production and Operating Workers	2,187	2,564	\$53,828
Medical Records and Health Information Technicians	2,030	1,038	\$43,199
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,019	600	\$52,764
Audio and Video Equipment Technicians	1,605	456	\$51,785
Aircraft Mechanics and Service Technicians	1,538	76	\$67,505
Phlebotomists	1,359	141	\$37,610
Library Technicians	1,276	30	\$41,759
Respiratory Therapists	1,188	145	\$75,911
Radiologic Technologists	1,184	312	\$71,990
Massage Therapists	1,090	480	\$41,529
Surgical Technologists	854	380	\$57,329
Electrical and Electronics Engineering Technicians	725	399	\$63,351
Computer Network Support Specialists	679	55	\$72,289

Source: Employment Development Department, Labor Market Information Division; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending June 21, 2016.

Data Note: Middle-skill occupations typically require more than a high school diploma but less than a Bachelor's degree. Middle-wage occupations make at least 80 percent of the area's median annual wage (\$39,248).

Demographic Data

Age	Population	Percent Share of Total Population
Under 5 Years	644,638	6.5%
5 to 9 Years	629,141	6.3%
10 to 14 Years	651,107	6.5%
15 to 17 Years	422,714	4.2%
18 and 19 Years	292,037	2.9%
20 Years	158,709	1.6%
21 Years	158,887	1.6%
22 to 24 Years	459,224	4.6%
25 to 29 Years	783,815	7.9%
30 to 34 Years	738,318	7.4%
35 to 39 Years	699,471	7.0%
40 to 44 Years	719,924	7.2%
45 to 49 Years	700,782	7.0%
50 to 54 Years	678,968	6.8%
55 to 59 Years	596,246	6.0%
60 and 61 Years	210,848	2.1%
62 to 64 Years	279,481	2.8%
65 and 66 Years	163,553	1.6%
67 to 69 Years	199,916	2.0%
70 to 74 Years	264,639	2.7%
75 to 79 Years	200,867	2.0%
80 to 84 Years	156,022	1.6%
85 Years and Older	164,896	1.7%
<b>Total</b>	<b>9,974,203</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Gender	Population
Male	4,913,688
Female	5,060,515
<b>Total</b>	<b>9,974,203</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Median Household Income by County	Median Household Income
Los Angeles	\$55,870

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Poverty Status	Population	Percentage
Income in the Past 12 Months Below Poverty Level	1,805,868	18.4%
Income in the Past 12 at or Above Poverty Level	8,013,529	81.6%
<b>Total</b>	<b>9,819,397</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Race	Population	Percentage
<b>Hispanic or Latino</b>	<b>4,800,491</b>	<b>100.0%</b>
White Alone	2,617,668	54.5%
Black or African American Alone	30,121	0.6%
American Indian and Alaska Native Alone	36,202	0.8%
Asian Alone	17,016	0.4%
Native Hawaiian and Other Pacific Islander Alone	2,153	0.0%
Some Other Race Alone	1,925,133	40.1%
Two or More Races	172,198	3.6%
<b>Non-Hispanic or Latino</b>	<b>5,173,712</b>	<b>100.0%</b>
White Alone	2,711,665	52.4%
Black or African American Alone	802,132	15.5%
American Indian and Alaska Native Alone	18,207	0.4%
Asian Alone	1,377,333	26.6%
Native Hawaiian and Other Pacific Islander Alone	23,921	0.5%
Some Other Race Alone	24,807	0.5%
Two or More Races	215,647	4.2%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Native and Foreign Born	Population	Percentage
Native	6,489,853	65.1%
Foreign Born	3,484,350	34.9%
<b>Total</b>	<b>9,974,203</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

English Learners	Population	Percentage
Speaks English Less Than "Very Well"	2,407,270	25.8%
Speaks English "Very Well"	2,890,179	31.0%
Speaks Only English	4,032,116	43.2%
<b>Total</b>	<b>9,329,565</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Veteran Status	Population	Percentage
Male Veterans	297,686	93.8%
Female Veterans	19,821	6.2%
<b>Total</b>	<b>317,507</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Disability Status	Population	Percentage
With Any Disability	947,099	9.6%
No Disability	8,955,704	90.4%
<b>Total</b>	<b>9,902,803</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Labor Force Participation	Population	Percentage
Employed or in Armed Forces	4,552,326	57.5%
Unemployed	564,669	7.1%
Not in labor force	2,796,585	35.3%
<b>Total</b>	<b>7,913,580</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Individuals with Barriers to Employment	Total
Ethnic Minorities	7,262,538
Households with Cash Public Assistance or Food Stamps	318,788
Population 18 and Over with Less Than a 9th Grade Level Education	916,547
Single Parent Households	732,397
Speak English Less Than "Very Well"	2,407,270
Youth Ages 10 to 24	2,142,678

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Educational Attainment	Male	Percentage	Female	Percentage
Less than 9th grade	430,302	11.6%	486,245	12.4%
9th to 12th grade, no diploma	410,731	11.1%	368,103	9.4%
High school graduate (includes equivalency)	817,999	22.0%	814,916	20.8%
Some college, no degree	838,366	22.6%	903,449	23.1%
Associate's degree	216,407	5.8%	276,535	7.1%
Bachelor's degree	654,562	17.6%	722,827	18.5%
Graduate or professional degree	345,803	9.3%	340,358	8.7%
<b>Total</b>	<b>3,714,170</b>	<b>100.0%</b>	<b>3,912,433</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Educational Attainment, 25 Years and Over	Hispanic or Latino	Percent of Hispanic or Latino, Total	White alone, not Hispanic or Latino	Percent of White alone, not Hispanic or Latino, Total
Less than high school diploma	1,183,681	43.1%	129,721	6.2%
High school graduate (includes equivalency)	674,758	24.6%	357,167	17.1%
Some college or associate's degree	597,224	21.7%	628,185	30.0%
Bachelor's degree or higher	290,196	10.6%	978,841	46.7%
<b>Total</b>	<b>2,745,859</b>	<b>100.0%</b>	<b>2,093,914</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.



Educational Attainment by Race, 25 Years and Over	Percent of Total										Percent of Two or more races, Total	
	White Alone	Black or African American	American Indian or Alaska Native Alone	Percent of American Indian and Alaska Native Alone, Total	Asian Alone	Percent of Asian Alone, Total	Native Hawaiian and Other Pacific Islander Alone	Percent of Native Hawaiian and Other Pacific Islander and Other Hawaiian Alone, Total	Some Other Race Alone	Percent of Some Other Race Alone, Total	Two or More Races	Percent of Two or more races, Total
Less than high school diploma	766,750	65,777	11,275	30.8%	131,589	12.7%	2,782	17.0%	511,209	46.0%	30,861	16.5%
High school graduate (includes equivalency)	723,648	136,415	8,510	23.3%	154,810	15.0%	4,966	30.4%	284,474	25.6%	34,445	18.4%
Some college or associate's degree	968,760	224,228	11,196	30.6%	234,327	22.7%	5,929	36.2%	223,431	20.1%	61,101	32.7%
Bachelor's degree or higher	1,158,935	129,350	5,568	15.2%	512,502	49.6%	2,679	16.4%	91,934	8.3%	60,295	32.3%
<b>Total</b>	<b>3,618,093</b>	<b>555,770</b>	<b>36,549</b>	<b>100.0%</b>	<b>1,033,228</b>	<b>100.0%</b>	<b>16,356</b>	<b>100.0%</b>	<b>1,111,048</b>	<b>100.0%</b>	<b>186,702</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

## Gross Domestic Product (GDP) by Metropolitan Statistical Area (MSA)

The Bureau of Economic Analysis (BEA) estimates GDP at the State and MSA level only. Where applicable, the table below displays MSA data as a substitute for county level data.

### GDP by Los Angeles-Long Beach-Anaheim MSA (substitute for Los Angeles County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$866,745
Agriculture, Forestry, Fishing, and Hunting	\$377
Mining	\$8,817
Utilities	\$7,182
Construction	\$23,034
Manufacturing	\$81,861
Wholesale Trade	\$61,451
Retail Trade	\$48,335
Transportation and Warehousing	\$21,979
Information	\$95,536
Finance, Insurance, Real Estate, Rental, and Leasing	\$205,141
Professional and Business Services	\$111,434
Educational Services, Health Care, and Social Assistance	\$62,459
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$41,537
Other Services, Except Government	\$18,780
Government	\$78,824

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

Skill Requirements for Top 25 Middle-Skill, Middle-Wage or Higher Occupations

Occupations	Skills																											
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Equipment Maintenance	Installation	Instructing	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Mathematics	Monitoring	Operation and Control	Operation Monitoring	Operations Analysis	Programming	Quality Control Analysis	Reading Comprehension	Repairing	Science	Service Orientation	Social Perceptiveness	Speaking	Systems Analysis	Time Management	Troubleshooting	Writing
Registered Nurses	•	•		•	•			•					•					•				•	•	•				
Licensed Practical and Licensed Vocational Nurses		•		•	•			•					•					•				•	•	•		•		
Medical Assistants	•	•		•	•								•					•				•	•	•				•
Heavy and Tractor-Trailer Truck Drivers		•	•		•	•							•	•	•			•						•		•		
Computer User Support Specialists	•	•		•	•			•					•					•				•		•				•
Dental Assistants	•	•			•			•					•					•				•	•	•				•
Telecommunications Equipment Installers and Repairers, Except Line Installers	•	•	•		•								•		•			•	•								•	
Medical and Clinical Laboratory Technicians	•	•	•	•	•				•				•					•				•		•				
Paralegals and Legal Assistants	•	•		•	•								•					•					•	•		•		•
Web Developers	•	•	•		•			•					•			•	•	•						•				•
Firefighters*		•		•	•			•					•		•			•				•	•	•				
Dental Hygienists	•	•	•	•	•								•					•				•		•				•
First-Line Supervisors of Production and Operating Workers		•	•	•	•					•								•					•	•		•		•
Medical Records and Health Information Technicians		•	•		•			•	•				•					•					•			•		•
Heating, Air Conditioning, and Refrigeration Mechanics and Installers*		•		•	•	•	•						•					•	•	•							•	
Audio and Video Equipment Technicians	•	•		•	•			•					•		•			•						•				•
Aircraft Mechanics and Service Technicians		•	•		•	•		•					•		•			•	•	•							•	
Phlebotomists	•	•		•	•			•					•					•				•	•	•				
Library Technicians	•	•		•	•			•					•					•					•	•	•			•
Respiratory Therapists	•	•			•			•					•					•		•		•	•	•				
Radiologic Technologists	•	•		•	•								•					•					•	•		•		•
Massage Therapists	•	•			•			•					•					•					•	•	•			•
Surgical Technologists	•	•	•	•	•			•	•				•					•				•						
Electrical and Electronics Engineering Technicians*		•	•		•							•	•					•	•					•			•	•
Computer Network Support Specialists	•	•	•		•			•					•					•					•	•				•

Source: U.S. Department of Labor's Occupational Information Network (O\*NET) at [www.onetonline.org](http://www.onetonline.org).  
 \* Skills listed for the occupation represent a specialty occupation.

Knowledge Requirements for Top 25 Middle-Skill, Middle-Wage or Higher Occupations

Occupations	Knowledge																											
	Administration and Management	Biology	Building and Construction	Chemistry	Clerical	Communications and Media	Computers and Electronics	Customer and Personal Service	Design	Economics and Accounting	Education and Training	Engineering and Technology	English Language	Geography	Law and Government	Mathematics	Mechanical	Medicine and Dentistry	Personnel and Human Resources	Philosophy and Theology	Physics	Production and Processing	Psychology	Public Safety and Security	Sales and Marketing	Sociology and Anthropology	Telecommunications	Therapy and Counseling
Registered Nurses	•			•			•			•		•				•		•					•			•		•
Licensed Practical and Licensed Vocational Nurses			•	•			•			•		•				•		•		•			•					•
Medical Assistants	•			•			•	•		•		•				•		•					•	•				•
Heavy and Tractor-Trailer Truck Drivers	•						•			•		•	•		•		•							•				•
Computer User Support Specialists	•			•	•		•	•		•	•	•				•											•	
Dental Assistants			•	•			•	•		•		•						•				•	•		•			
Telecommunications Equipment Installers and Repairers, Except Line Installers				•			•	•		•	•	•				•	•							•			•	
Medical and Clinical Laboratory Technicians	•	•		•	•		•	•				•				•		•				•		•				
Paralegals and Legal Assistants	•				•	•	•	•		•		•			•	•							•					
Web Developers	•				•	•	•	•	•		•					•										•		
Firefighters*	•		•	•			•			•		•			•		•			•			•					
Dental Hygienists	•	•		•	•		•	•		•		•						•					•		•			
First-Line Supervisors of Production and Operating Workers	•				•		•			•	•					•	•		•			•						
Medical Records and Health Information Technicians	•				•	•	•	•		•		•			•	•								•				
Heating, Air Conditioning, and Refrigeration Mechanics and Installers*			•	•			•	•	•		•	•				•	•				•							
Audio and Video Equipment Technicians							•	•	•		•	•				•						•					•	
Aircraft Mechanics and Service Technicians				•			•	•		•		•				•	•				•	•		•				•
Phlebotomists				•	•		•	•		•		•						•		•			•	•				
Library Technicians	•				•	•	•	•	•		•				•	•												
Respiratory Therapists	•	•		•			•	•		•		•				•		•					•		•			•
Radiologic Technologists	•	•		•			•	•		•		•				•		•		•			•		•			
Massage Therapists	•	•		•			•	•		•		•				•		•					•		•			•
Surgical Technologists	•	•		•			•	•		•		•				•		•					•		•			•
Electrical and Electronics Engineering Technicians*	•						•	•	•		•	•				•	•				•	•						
Computer Network Support Specialists	•			•	•		•	•	•		•	•															•	

Source: U.S. Department of Labor's Occupational Information Network (O\*NET) at [www.onetonline.org](http://www.onetonline.org).

\* Knowledge listed for the occupation represent a specialty occupation.



**Los Angeles Regional Planning Unit**

**Regional Plan**

**Attachment I.d.**

***Principal Resources for Economic Analysis:***

***Regional Economic Analysis Profile,  
Los Angeles County, EDD LMID,  
April 2015***





# Regional Economic Analysis Profile

Southern Economic Sub-Market

Los Angeles County

April 2015



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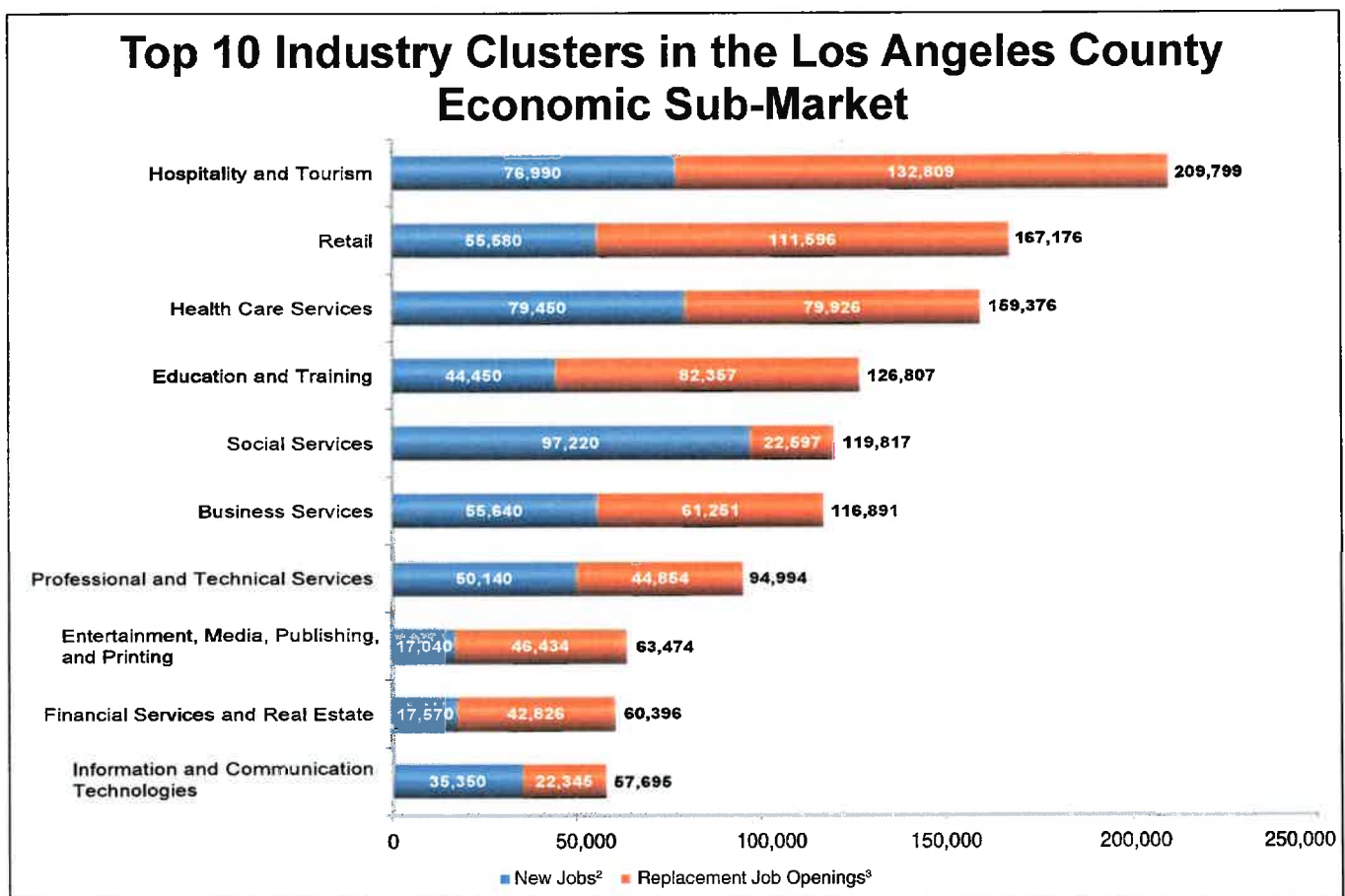
# SUMMARY OF THE LOS ANGELES COUNTY ECONOMIC SUB-MARKET INDUSTRY CLUSTERS

## What is an Industry Cluster?

Industry clusters are groups of associated industries in an economic market that stimulate the creation of new businesses and job opportunities in a particular field. The application of workforce and economic development resources toward the continual development of industry clusters will help stimulate economic growth and boost the number of employment opportunities for the labor force.

## Purpose of this Report

The purpose of this report is to help align the state's workforce institutions and programs around the needs of economic sub-market industry clusters. This report focuses on the future employment demand of economic sub-market industry clusters and features them as primary investment opportunities for the California workforce development system. The goal of this report is to account for industry clusters with the largest number of projected total job openings<sup>1</sup> and help the California workforce development system prepare the state's workforce to compete for these future job opportunities.



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov).

<sup>1</sup> Total job openings are the sum of new jobs and replacement job openings.

<sup>2</sup> New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

<sup>3</sup> Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

## INDUSTRY CLUSTER DESCRIPTIONS

The following are descriptions of the Los Angeles County Economic Sub-Market's top 10 industry clusters followed by a list of the top industries with the highest total projected job openings in the cluster.

The **Hospitality and Tourism** industry cluster includes interrelated industries such as eating establishments, hotels and motels, casinos, museums, and sightseeing transportation. During 2013-2014,\* this cluster comprised more than 419,000 workers, or 10.9 percent of the economic sub-market's employment. Industries within this cluster with the most projected job openings include:

- Restaurants and Other Eating Places
- Traveler Accommodation
- Other Amusement and Recreation Industries
- Special Food Services
- Drinking Places (Alcoholic Beverages)

The **Retail** industry cluster includes grocery and department stores, dollar stores, retail pharmacies, and clothing specialty stores. During 2013-2014,\* this cluster employed more than 367,000 workers, or 9.6 percent of the economic sub-market's total employment. Industries projected to have the largest number of jobs (new and replacement) include:

- Grocery Stores
- Other General Merchandise Stores
- Clothing Stores
- Automobile Dealers
- Department Stores

The **Health Care Services** industry cluster includes acute care and outpatient hospitals, nursing homes and rehabilitation centers, adult day care centers, and community service agencies for the elderly. It employed more than 413,000 people in the economic sub-market's during 2013-2014,\* accounting for 10.8 percent of the workforce. Industries in this cluster may include both public and private employment. Top industries within this cluster include:

- General Medical and Surgical Hospitals
- Offices of Physicians
- Nursing Care Facilities (Skilled Nursing Facilities)
- Home Health Care Services
- Outpatient Care Centers

The **Education and Training** industry cluster is comprised of public and private elementary and high schools, community colleges, universities, and professional schools with programs such as dental, law, and medical. Other establishments include English as a Second Language (ESL) programs, test preparation and tutoring, or driving instruction. During 2013-2014,\* this cluster employed nearly 351,000 people in the economic sub-market's, accounting for 9.1 percent of the workforce. Top industries within this cluster include:

- Elementary and Secondary Schools
- Colleges, Universities, and Professional Schools
- Other Schools and Instruction
- Junior Colleges
- Educational Support Services

The **Social Services** industry cluster is comprised of establishments and agencies (public and private) that provide non-residential services for the welfare of children, adults, the elderly, and disabled. Examples include nonmedical in-home care programs, day care centers, and community food banks. In total, the cluster employed more than 219,000 people and accounted for 5.7 percent of the economic sub-market's workforce in 2013-2014.\* Industries include:

- Individual and Family Services
- Child Day Care Services
- Community Food and Housing, and Emergency and Other Relief Services
- Vocational Rehabilitation Services

The **Business Services** industry cluster is comprised of industries that include temporary help agencies, employer organizations, janitorial services, security systems services, and carpet cleaning establishments. This cluster employed more than 309,000 people during 2013-2014,\* 8.1 percent of the economic sub-market's workforce. Top industries in this cluster include:

- Employment Services
- Management of Companies and Enterprises
- Investigation and Security Services
- Services to Buildings and Dwellings
- Office Administrative Services

\* Quarterly Census of Employment and Wages (QCEW), a federal-state cooperative program, for the period April 2013 through March 2014.

## INDUSTRY CLUSTER DESCRIPTIONS

The **Professional and Technical Services** industry cluster is comprised of interrelated industries that include engineering and architectural firms, law offices, advertising companies, and accounting firms. In 2013-2014,\* nearly 237,000 people were employed, or 6.2 percent of the economic sub-market's workforce. Top industries within this cluster include:

- Management, Scientific, and Technical Consulting Services
- Accounting, Tax Preparation, Bookkeeping, and Payroll Services
- Architectural, Engineering, and Related Services
- Legal Services
- Advertising, Public Relations, and Related Services

The **Entertainment, Media, Publishing, and Printing** cluster is comprised of industries related to movie and video production and distribution, radio and television broadcasting, newspaper and book publishing, cable programming, and performing arts companies. This cluster employed more than 198,000 people during 2013-2014,\* 5.2 percent of the economic sub-market's workforce. Top industries in this cluster include:

- Motion Picture and Video Industries
- Independent Artists, Writers, and Performers
- Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures
- Performing Arts Companies
- Radio and Television Broadcasting

The **Financial Services and Real Estate** industry cluster includes commercial banks, savings institutions, credit unions, credit card companies, insurance firms, and real estate appraisers or property management companies. In total, the cluster employed more than 190,000 people, which accounted for 5 percent of the economic sub-market's workforce in 2013-2014.\* Industries showing the highest projected job openings include:

- Depository Credit Intermediation
- Activities Related to Real Estate
- Agencies, Brokerages, and Other Insurance Related Activities
- Nondepository Credit Intermediation
- Other Financial Investment Activities

The **Information and Communication Technologies** industry cluster includes interdependent industries related to computers and peripheral equipment, as well as software design and manufacturing, computer programming services, installation services, and wireless telecommunications carriers. For 2013-2014,\* this cluster employed more than 116,000 workers, or 3 percent of the economic sub-market's total employment. Industries with the highest number of expected job openings include:

- Computer Systems Design and Related Services
- Wired Telecommunications Carriers
- Wholesale Electronic Markets and Agents and Brokers
- Other Information Services
- Software Publishers

\* Quarterly Census of Employment and Wages (QCEW), a federal-state cooperative program, for the period April 2013 through March 2014.

# INDUSTRY CLUSTER DEFINITIONS

The following is a list of the North American Industry Classification System (NAICS) codes and corresponding industries that fall under each of the top 10 industry clusters in the Los Angeles County Economic Sub-Market.

## Hospitality and Tourism

- 4871 Scenic and Sightseeing Transportation, Land
- 4872 Scenic and Sightseeing Transportation, Water
- 4879 Scenic and Sightseeing Transportation, Other
- 5615 Travel Arrangement and Reservation Services
- 7121 Museums, Historical Sites, and Similar Institutions
- 7131 Amusement Parks and Arcades
- 7132 Gambling Industries
- 7139 Other Amusement and Recreation Industries
- 7211 Traveler Accommodation
- 7212 RV (Recreational Vehicle) Parks and Recreational Camps
- 7213 Rooming and Boarding Houses
- 7223 Special Food Services
- 7224 Drinking Places (Alcoholic Beverages)
- 7225 Restaurants and Other Eating Places

## Retail

- 4411 Automobile Dealers
- 4412 Other Motor Vehicle Dealers
- 4413 Automotive Parts, Accessories, and Tire Stores
- 4431 Electronics and Appliance Stores
- 4441 Building Material and Supplies Dealers
- 4451 Grocery Stores
- 4452 Specialty Food Stores
- 4453 Beer, Wine, and Liquor Stores
- 4461 Health and Personal Care Stores
- 4471 Gasoline Stations
- 4481 Clothing Stores
- 4482 Shoe Stores
- 4483 Jewelry, Luggage, and Leather Goods Stores
- 4511 Sporting Goods, Hobby, and Musical Instrument Stores
- 4521 Department Stores
- 4529 Other General Merchandise Stores
- 4532 Office Supplies, Stationery, and Gift Stores
- 4533 Used Merchandise Stores
- 4542 Vending Machine Operators

## Health Care Services

- 6211 Offices of Physicians
- 6212 Offices of Dentists
- 6213 Offices of Other Health Practitioners
- 6214 Outpatient Care Centers
- 6215 Medical and Diagnostic Laboratories
- 6216 Home Health Care Services

## Health Care Services (Continued)

- 6219 Other Ambulatory Health Care Services
- 6221 General Medical and Surgical Hospitals
- 6222 Psychiatric and Substance Abuse Hospitals
- 6223 Specialty (except Psychiatric and Substance Abuse) Hospitals
- 6231 Nursing Care Facilities (Skilled Nursing Facilities)
- 6232 Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities
- 6233 Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly
- 6239 Other Residential Care Facilities

## Education and Training

- 6111 Elementary and Secondary Schools
- 6112 Junior Colleges
- 6113 Colleges, Universities, and Professional Schools
- 6114 Business Schools and Computer and Management Training
- 6115 Technical and Trade Schools
- 6116 Other Schools and Instruction
- 6117 Educational Support Services

## Social Services

- 6241 Individual and Family Services
- 6242 Community Food and Housing, and Emergency and Other Relief Services
- 6243 Vocational Rehabilitation Services
- 6244 Child Day Care Services

## Business Services

- 5511 Management of Companies and Enterprises
- 5611 Office Administrative Services
- 5612 Facilities Support Services
- 5613 Employment Services
- 5614 Business Support Services
- 5616 Investigation and Security Services
- 5617 Services to Buildings and Dwellings
- 5619 Other Support Services
- 5621 Waste Collection
- 5622 Waste Treatment and Disposal
- 5629 Remediation and Other Waste Management Services

# INDUSTRY CLUSTER DEFINITIONS

## Professional and Technical Services

- 5411 Legal Services
- 5412 Accounting, Tax Preparation, Bookkeeping, and Payroll Services
- 5413 Architectural, Engineering, and Related Services
- 5414 Specialized Design Services
- 5416 Management, Scientific, and Technical Consulting Services
- 5418 Advertising, Public Relations, and Related Services
- 5419 Other Professional, Scientific, and Technical Services

## Entertainment, Media, Publishing, and Printing

- 3231 Printing and Related Support Activities
- 4512 Book Stores and News Dealers
- 5111 Newspaper, Periodical, Book, and Directory Publishers
- 5121 Motion Picture and Video Industries
- 5122 Sound Recording Industries
- 5151 Radio and Television Broadcasting
- 5152 Cable and Other Subscription Programming
- 7111 Performing Arts Companies
- 7112 Spectator Sports
- 7113 Promoters of Performing Arts, Sports, and Similar Events
- 7114 Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures
- 7115 Independent Artists, Writers, and Performers

## Financial Services and Real Estate

- 5211 Monetary Authorities-Central Bank
- 5221 Depository Credit Intermediation
- 5222 Nondepository Credit Intermediation
- 5223 Activities Related to Credit Intermediation
- 5231 Securities and Commodity Contracts Intermediation and Brokerage
- 5232 Securities and Commodity Exchanges
- 5239 Other Financial Investment Activities
- 5241 Insurance Carriers
- 5242 Agencies, Brokerages, and Other Insurance Related Activities
- 5251 Insurance and Employee Benefit Funds
- 5259 Other Investment Pools and Funds
- 5311 Lessors of Real Estate
- 5312 Offices of Real Estate Agents and Brokers
- 5313 Activities Related to Real Estate

## Information and Communication Technologies

- 3341 Computer and Peripheral Equipment Manufacturing
- 3342 Communications Equipment Manufacturing
- 3344 Semiconductor and Other Electronic Component Manufacturing
- 3359 Other Electrical Equipment and Component Manufacturing
- 4251 Wholesale Electronic Markets and Agents and Brokers
- 5112 Software Publishers
- 5171 Wired Telecommunications Carriers
- 5172 Wireless Telecommunications Carriers (except Satellite)
- 5174 Satellite Telecommunications
- 5179 Other Telecommunications
- 5182 Data Processing, Hosting, and Related Services
- 5191 Other Information Services
- 5415 Computer Systems Design and Related Services
- 8112 Electronic and Precision Equipment Repair and Maintenance





# Occupational Analysis: Hospitality and Tourism Cluster

Southern Economic Sub-Market

Los Angeles County

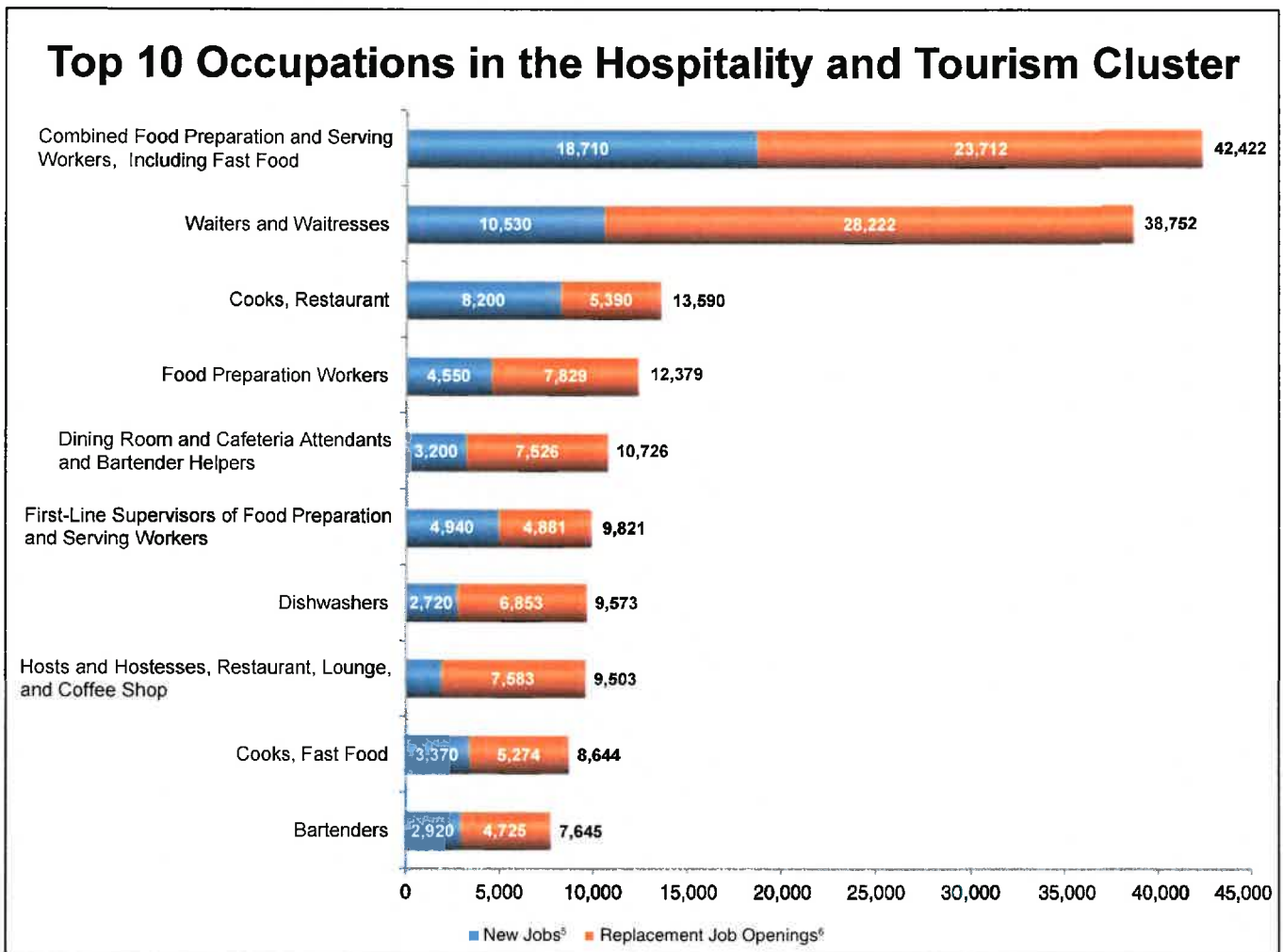
April 2015

## What is the Hospitality and Tourism Cluster?

The Hospitality and Tourism cluster is comprised of 14 industries that provide goods and services related to lodging, food, recreation, travel, and sightseeing transportation. Establishments in this cluster include restaurants, hotels, casinos, golf courses, marinas, and fitness centers. The workers employed within this cluster share skills and work activities both within the cluster and in many other industry clusters, suggesting the potential for skills transference and upward mobility with additional training.

## Top 10 Occupations in the Hospitality and Tourism Cluster

The graph below identifies the top 10 occupations in the Hospitality and Tourism cluster, based on the Los Angeles County Economic Sub-Market's new job growth plus replacement openings. In sum, these 10 occupations represent more than three-quarters of the 209,799 total job openings projected in this cluster between 2012 and 2022. Moreover, many share the same required skills such as active listening, coordination, reading comprehension, social perceptiveness, and speaking.<sup>4</sup>



Source: California Employment Development Department, *Projections of Employment 2012-2022. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov).*

<sup>4</sup> U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

<sup>5</sup> New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

<sup>6</sup> Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

## Top 10 Occupations and Recent Job Demand in the Hospitality and Tourism Cluster

The table below further profiles the Los Angeles County Economic Sub-Market's top 10 occupations in the Hospitality and Tourism cluster by listing the total job openings for 2012-2022, median hourly and annual wages, and entry-level education requirements. Also included are online job advertisements extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series over a recent 120-day period. HWOL compiles, analyzes, and categorizes job advertisements from numerous online job boards, including CalJOBS<sup>SM</sup> (www.caljobs.ca.gov), California's online job listing system.

Occupations	Total Job Openings <sup>7</sup> (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	Entry Level Education <sup>8</sup>	HWOL Job Ads <sup>9</sup> (120 days)
Combined Food Preparation and Serving Workers, Including Fast Food	42,422	\$9.31	\$19,358	Less than high school	2,425
Waiters and Waitresses	38,752	\$9.34	\$19,422	Less than high school	1,803
Cooks, Restaurant	13,590	\$10.93	\$22,739	Less than high school	2,185
Food Preparation Workers	12,379	\$9.40	\$19,545	Less than high school	603
Dining Room and Cafeteria Attendants and Bartender Helpers	10,726	\$9.30	\$19,340	Less than high school	467
First-Line Supervisors of Food Preparation and Serving Workers	9,821	\$14.07	\$29,262	High school diploma or equivalent	4,158
Dishwashers	9,573	\$9.29	\$19,321	Less than high school	836
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	9,503	\$9.38	\$19,520	Less than high school	601
Cooks, Fast Food	8,644	\$9.22	\$19,166	Less than high school	227
Bartenders	7,645	\$9.47	\$19,702	Less than high school	405

Source: California Employment Development Department, *Projections of Employment 2012-2022; Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending March 11, 2015.

<sup>7</sup> Total job openings are the sum of new jobs and replacement job openings.

<sup>8</sup> U.S. Department of Labor, Bureau of Labor Statistics (BLS) 2012 education levels.

<sup>9</sup> Totals represent job advertisements from employers in all industries. One job opening may be represented in more than one job advertisement.

## Top Occupations for the Hospitality and Tourism Cluster by Education Level

The table below identifies the occupations with the most total job openings, categorized by Bureau of Labor Statistics (BLS) 2012 entry-level education requirements, within the Hospitality and Tourism cluster. The table includes the Los Angeles County Economic Sub-Market's projected total job openings and median hourly and annual wages. In addition, recent totals of online job advertisements over 120-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

Occupations	Total Job Openings <sup>10</sup> (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	HWOL Job Ads (120 days)
<b>Requires a Bachelor's Degree or Higher</b>				
General and Operations Managers	1,175	\$52.29	\$108,756	1,806
Meeting, Convention, and Event Planners	298	\$27.30	\$56,784	406
Accountants and Auditors	215	\$35.04	\$72,888	6,656
Coaches and Scouts	212	N/A	\$44,116	331
Museum Technicians and Conservators	187	\$23.87	\$49,663	7
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>				
Skincare Specialists	148	\$14.54	\$30,249	209
Massage Therapists	115	\$15.15	\$31,510	471
Audio and Video Equipment Technicians	65	\$24.48	\$50,915	386
Actors	56	N/A	N/A	1,752
Library Technicians	47	\$20.57	\$42,795	11
<b>Requires a High School Diploma or Equivalent or Less</b>				
Combined Food Preparation and Serving Workers, Including Fast Food	42,422	\$9.31	\$19,358	2,425
Waiters and Waitresses	38,752	\$9.34	\$19,422	1,803
Cooks, Restaurant	13,590	\$10.93	\$22,739	2,185
Food Preparation Workers	12,379	\$9.40	\$19,545	603
Dining Room and Cafeteria Attendants and Bartender Helpers	10,726	\$9.30	\$19,340	467

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending March 11, 2015.

<sup>10</sup> Total job openings are the sum of new jobs and replacement job openings.

## Skill Requirements in the Hospitality and Tourism Cluster

The table below lists the 10 top skills required for top occupations in the Hospitality and Tourism cluster, categorized by entry-level education requirements. Active listening, critical thinking, and speaking are the most commonly shared skills, followed by monitoring and reading comprehension. The skills and work activities identified for each occupation are from the U.S. Department of Labor's Occupational Information Network (O\*NET).

Occupations	Skills																						
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Instructing	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Mathematics	Monitoring	Negotiation	Operation Monitoring	Persuasion	Quality Control Analysis	Reading Comprehension	Service Orientation	Social Perceptiveness	Speaking	Systems Analysis	Systems Evaluation	Time Management	Writing
<b>Requires a Bachelor's Degree or Higher</b>																							
General and Operations Managers	•	•		•	•				•		•					•		•	•				•
Meeting, Convention, and Event Planners		•		•	•						•	•				•	•	•	•			•	
Accountants and Auditors <sup>11</sup>	•	•			•		•			•	•					•			•	•			•
Coaches and Scouts		•			•	•	•	•	•		•							•	•		•		
Museum Technicians and Conservators	•	•	•		•		•				•					•		•	•				•
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>																							
Skincare Specialists	•	•		•	•		•				•					•	•	•	•				
Massage Therapists	•	•			•		•				•					•	•	•	•				•
Audio and Video Equipment Technicians	•	•		•	•	•					•		•			•			•				•
Actors	•	•		•	•						•			•		•		•	•				•
Library Technicians	•	•		•	•	•					•					•	•		•				•
<b>Requires a High School Diploma or Equivalent or Less</b>																							
Combined Food Preparation and Serving Workers, Including Fast Food		•		•	•	•		•						•		•	•	•	•				
Waiters and Waitresses		•		•	•			•			•			•		•	•	•	•				
Cooks, Restaurant	•	•		•	•	•					•				•			•				•	•
Food Preparation Workers		•	•	•	•						•					•	•	•	•			•	
Dining Room and Cafeteria Attendants and Bartender Helpers		•		•	•		•				•					•	•	•	•			•	

Source: U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

<sup>11</sup> Skills listed represent Accountants, a specialty occupation of Accountants and Auditors.

## Work Activities in the Hospitality and Tourism Cluster

The table below lists the 10 top work activities required for top occupations in the Hospitality and Tourism cluster, categorized by entry-level education requirements. The most common include establishing and maintaining interpersonal relationships; communicating with supervisors, peers, or subordinates; identifying objects, actions, and events; and organizing, planning, and prioritizing work.

Occupations	Work Activities																														
	Analyzing Data or Information	Assisting and Caring for Others	Coaching and Developing Others	Communicating with Persons Outside Organization	Communicating with Supervisors, Peers, or Subordinates	Controlling Machines and Processes	Coordinating the Work and Activities of Others	Documenting/Recording Information	Establishing and Maintaining Interpersonal Relationships	Evaluating Information to Determine Compliance with Standards	Getting Information	Handling and Moving Objects	Identifying Objects, Actions, and Events	Inspecting Equipment, Structures, or Material	Interacting With Computers	Interpreting the Meaning of Information for Others	Judging the Qualities of Things, Services, or People	Making Decisions and Solving Problems	Monitor Processes, Materials, or Surroundings	Monitoring and Controlling Resources	Organizing, Planning, and Prioritizing Work	Performing Administrative Activities	Performing for or Working Directly with the Public	Performing General Physical Activities	Processing Information	Resolving Conflicts and Negotiating with Others	Scheduling Work and Activities	Selling or Influencing Others	Thinking Creatively	Training and Teaching Others	Updating and Using Relevant Knowledge
<b>Requires a Bachelor's Degree or Higher</b>																															
General and Operations Managers				•	•	•		•										•		•						•	•		•		
Meeting, Convention, and Event Planners				•	•				•			•	•									•						•			•
Accountants and Auditors <sup>12</sup>	•				•				•	•	•							•			•	•			•					•	
Coaches and Scouts			•				•		•				•					•			•					•	•		•		•
Museum Technicians and Conservators				•				•	•			•	•				•		•		•							•		•	
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>																															
Skincare Specialists		•					•		•			•						•			•		•				•	•		•	
Massage Therapists		•		•					•			•						•			•		•	•						•	
Audio and Video Equipment Technicians				•	•				•			•		•				•	•		•						•		•		•
Actors			•	•				•					•			•	•	•			•		•	•				•		•	
Library Technicians				•				•	•		•	•	•							•		•		•						•	
<b>Requires a High School Diploma or Equivalent or Less</b>																															
Combined Food Preparation and Serving Workers, Including Fast Food			•	•	•		•		•		•	•	•										•							•	
Waiters and Waitresses				•	•		•		•		•	•	•									•	•				•		•		
Cooks, Restaurant				•	•		•		•		•	•	•				•		•		•		•						•		•
Food Preparation Workers				•	•		•		•		•	•	•					•		•		•		•					•		•
Dining Room and Cafeteria Attendants and Bartender Helpers	•	•	•					•		•	•	•						•				•		•						•	

Source: U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

<sup>12</sup> Work Activities listed represent Accountants, a specialty occupation of Accountants and Auditors.

## Related Occupations for the Hospitality and Tourism Cluster

The table below lists top occupations in the Hospitality and Tourism cluster by entry-level education requirements and provides a sample of related occupations. These related occupations match many of the skills, education, and work experience needed for the top Hospitality and Tourism cluster occupations.

Hospitality and Tourism Occupations	Related Occupations
<b>Requires a Bachelor's Degree or Higher</b>	
General and Operations Managers	<ul style="list-style-type: none"> <li>• First-Line Supervisors of Office and Administrative Support Workers</li> <li>• Logistics Managers</li> <li>• Storage and Distribution Managers</li> </ul>
Meeting, Convention, and Event Planners	<ul style="list-style-type: none"> <li>• Human Resources Specialists</li> <li>• Marketing Managers</li> <li>• Public Relations Specialists</li> </ul>
Accountants and Auditors	<ul style="list-style-type: none"> <li>• Bookkeeping, Accounting, and Auditing Clerks</li> <li>• Financial Analysts</li> <li>• Risk Management Specialists</li> </ul>
Coaches and Scouts	<ul style="list-style-type: none"> <li>• Recreational Therapists</li> <li>• Recreation Workers</li> <li>• Secondary School Teachers, Except Special and Career/Technical Education</li> </ul>
Museum Technicians and Conservators	<ul style="list-style-type: none"> <li>• Audio-Visual and Multimedia Collections Specialists</li> <li>• Commercial and Industrial Designers</li> <li>• Set and Exhibit Designers</li> </ul>
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>	
Skincare Specialists	<ul style="list-style-type: none"> <li>• Hairdressers, Hairstylists, and Cosmetologists</li> <li>• Manicurists and Pedicurists</li> <li>• Shampooers</li> </ul>
Massage Therapists	<ul style="list-style-type: none"> <li>• Hairdressers, Hairstylists, and Cosmetologists</li> <li>• Manicurists and Pedicurists</li> <li>• Skincare Specialists</li> </ul>
Audio and Video Equipment Technicians	<ul style="list-style-type: none"> <li>• Computer User Support Specialists</li> <li>• Film and Video Editors</li> <li>• Technical Directors/Managers</li> </ul>
Actors	<ul style="list-style-type: none"> <li>• Concierges</li> <li>• Radio and Television Announcers</li> <li>• Tour Guides and Escorts</li> </ul>
Library Technicians	<ul style="list-style-type: none"> <li>• File Clerks</li> <li>• Procurement Clerks</li> <li>• Title Examiners, Abstractors, and Searchers</li> </ul>
<b>Requires a High School Diploma or Equivalent or Less</b>	
Combined Food Preparation and Serving Workers, Including Fast Food	<ul style="list-style-type: none"> <li>• Counter Attendants, Cafeteria, Food Concession, and Coffee Shop</li> <li>• Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop</li> <li>• Waiters and Waitresses</li> </ul>
Waiters and Waitresses	<ul style="list-style-type: none"> <li>• Dining Room and Cafeteria Attendants and Bartender Helpers</li> <li>• Food Servers, Nonrestaurant</li> <li>• Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop</li> </ul>
Cooks, Restaurant	<ul style="list-style-type: none"> <li>• Bakers</li> <li>• Combined Food Preparation and Serving Workers, Including Fast Food</li> <li>• Cooks, Fast Food</li> </ul>
Food Preparation Workers	<ul style="list-style-type: none"> <li>• Cooks, Restaurant</li> <li>• Dining Room and Cafeteria Attendants and Bartender Helpers</li> <li>• Waiters and Waitresses</li> </ul>
Dining Room and Cafeteria Attendants and Bartender Helpers	<ul style="list-style-type: none"> <li>• Food Servers, Nonrestaurant</li> <li>• Maids and Housekeeping Cleaners</li> <li>• Waiters and Waitresses</li> </ul>

Source: U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

## Employer Demand for the Hospitality and Tourism Cluster

The following table lists the Los Angeles County Economic Sub-Market employers in the Hospitality and Tourism cluster who posted the most job advertisements during the 120-day period ending March 11, 2015. The table also includes the number of job advertisements from the previous year's period, as well as the numerical change and year-over percent change in these postings for the same 120-day period.

Hospitality and Tourism Cluster Employers	Recent Job Advertisements <sup>13</sup> (120-day period)	Prior Year Job Advertisements (120-day period)	Numerical Change	Year-Over Percent Change (HWOL Job Advertisements)
Chipotle	314	56	258	460.7%
Taco Bell	256	20	236	1,180.0%
Hilton Hotels & Resorts	217	141	76	53.9%
Sodexo Inc.	206	91	115	126.4%
Marriott	196	489	-293	-59.9%
Domino's Pizza	190	1	189	18,900.0%
Panda Restaurant Group	162	133	29	21.8%
24 Hour Fitness	144	413	-269	-65.1%
The Cheesecake Factory	134	184	-50	-27.2%
Ritz-Carlton	118	28	90	321.4%
Hyatt	116	152	-36	-23.7%
The Walt Disney Company	110	180	-70	-38.9%
Terranea Resort	91	90	1	1.1%
Pacifica Hotel Company	82	8	74	925.0%
McDonald's Corporation	79	67	12	17.9%
Interstate Hotels & Resorts	74	59	15	25.4%
Benihana	67	4	63	1,575.0%
G6 Hospitality, LLC	60	5	55	1,100.0%
Embassy Suites	59	44	15	34.1%
American Golf Corporation	56	49	7	14.3%

Source: The Conference Board Help Wanted OnLine™ (HWOL) Data Series: Period ending March 11, 2015.

<sup>13</sup> Totals do not include employers with anonymous job advertisements.



## Instructional Programs for the Top Hospitality and Tourism Cluster Occupations

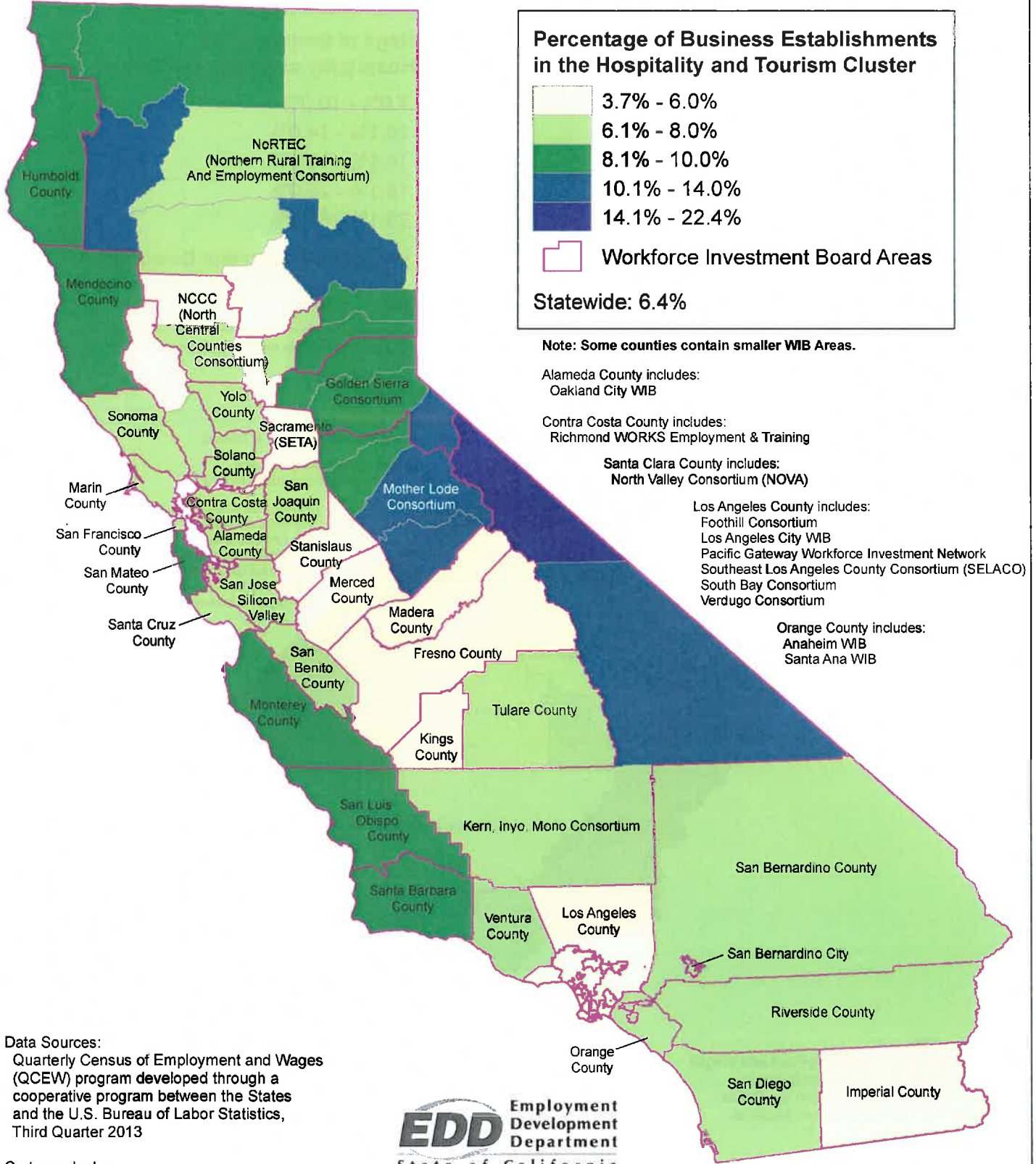
The table below provides examples of instructional programs related to some of the top occupations in the Hospitality and Tourism cluster, particularly those that require less than a bachelor's degree. These programs train individuals for occupations throughout many industries and are not limited to the Hospitality and Tourism cluster. To view a more complete list of training programs, select the source links under the table below. The Taxonomy of Programs categorizes and describes instructional programs only for California Community Colleges.

Occupations	Classification of Instructional Program (CIP)		Taxonomy of Programs (TOP)	
	CIP Code	CIP Title	TOP Code	TOP Title
Skincare Specialists	12.0401	Cosmetology/Cosmetologist, General	300700	Cosmetology and Barbering
	12.0408	Facial Treatment Specialist/Facialist		
	12.0409	Aesthetician/Esthetician and Skin Care Specialist		
Massage Therapists	51.3501	Massage Therapy/Therapeutic Massage	126200	Massage Therapy
	51.3502	Asian Bodywork Therapy		
	51.3503	Somatic Bodywork		
Audio and Video Equipment Technicians	01.0802	Agricultural Communication/Journalism	100500	Commercial Music
	10.0201	Photographic and Film/Video Technology/Technician and Assistant	101200	Applied Photography
	10.0203	Recording Arts Technology/Technician		
Actors	50.0506	Acting	100700	Dramatic Arts
	50.0507	Directing and Theatrical Production		
	50.0509	Musical Theatre		
Library Technicians	25.0301	Library and Archives Assisting	160200	Library Technician (Aide)
Cooks, Restaurant	12.0500	Cooking and Related Culinary Arts, General	130630	Culinary Arts
	12.0503	Culinary Arts/Chef Training		

Source: U.S. Department of Education [Integrated Postsecondary Education Data System \(IPEDS\)](http://www.nces.ed.gov) at [www.nces.ed.gov](http://www.nces.ed.gov); [California Community Colleges TOP-to-CIP Crosswalk](http://www.cccco.edu) 7th Edition (2010), [www.cccco.edu](http://www.cccco.edu).

# California Hospitality and Tourism Cluster

Percentage of Total County Establishments, 2013



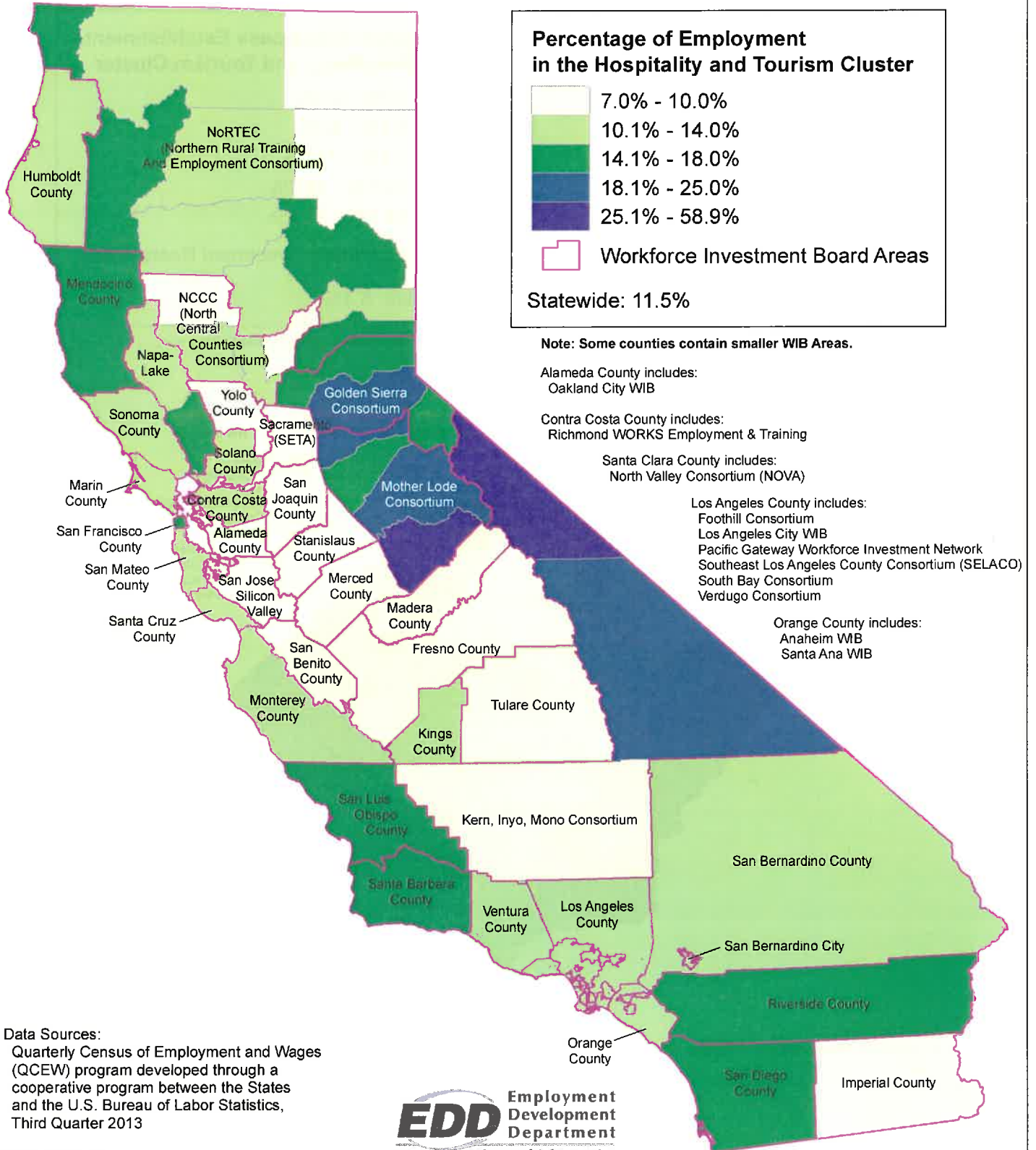
Data Sources:  
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:  
Labor Market Information Division  
California Employment Development Department  
<http://www.labormarketinfo.edd.ca.gov>  
July 2014



# California Hospitality and Tourism Cluster

Percentage of Total County Employment, 2013



Data Sources:  
 Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:  
 Labor Market Information Division  
 California Employment Development Department  
<http://www.labormarketinfo.edd.ca.gov>  
 July 2014





# Occupational Analysis: Retail Cluster

Southern Economic Sub-Market

Los Angeles County

April 2015

## What is the Retail Cluster?

The Retail cluster is composed of 19 industries involved in the sales of goods both familiar and esoteric, everything from groceries and automobiles to musical instruments and surfboards. The workers employed within this cluster span all skill levels and share skills and work activities both within the cluster and in many other industry clusters, suggesting the potential for skills transference and upward mobility with additional training.

## Top 10 Occupations in the Retail Cluster

The graph below identifies the top 10 occupations in the Retail cluster, based on the Los Angeles County Economic Sub-Market's new job growth plus replacement openings. In sum, these 10 occupations represent more than three-quarters of the 167,176 total job openings projected in this cluster between 2012 and 2022. Moreover, many share the same required skills such as active listening, critical thinking, monitoring, reading comprehension, and speaking.<sup>17</sup>



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov).

<sup>14</sup> U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

<sup>15</sup> New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

<sup>16</sup> Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

## Top 10 Occupations and Recent Job Demand in the Education and Training Cluster

The table below further profiles the Los Angeles County Economic Sub-Market's top 10 occupations in the Retail cluster by listing the total job openings for 2012-2022, median hourly and annual wages, and entry-level education requirements. Also included are online job advertisements extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series over a 120-day period. HWOL compiles, analyzes, and categorizes job advertisements from numerous online job boards, including CalJOBS<sup>SM</sup> ([www.caljobs.ca.gov](http://www.caljobs.ca.gov)), California's online job listing system.

Occupations	Total Job Openings <sup>17</sup> (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	Entry Level Education <sup>18</sup>	HWOL Job Ads <sup>19</sup> (120 days)
Retail Salespersons	48,060	\$10.76	\$22,380	Less than high school	5,806
Cashiers	38,452	\$9.75	\$20,287	Less than high school	1,218
Stock Clerks and Order Fillers	14,730	\$11.26	\$23,432	Less than high school	1,650
First-Line Supervisors of Retail Sales Workers	10,257	\$19.32	\$40,177	High school diploma or equivalent	4,275
Laborers and Freight, Stock, and Material Movers, Hand	5,310	\$11.32	\$23,531	Less than high school	1,391
Combined Food Preparation and Serving Workers, Including Fast Food	4,390	\$9.31	\$19,358	Less than high school	2,425
Automotive Service Technicians and Mechanics	2,972	\$16.55	\$34,431	High school diploma or equivalent	1,351
Butchers and Meat Cutters	2,130	\$12.23	\$25,440	Less than high school	30
Packers and Packagers, Hand	2,096	\$9.68	\$20,130	Less than high school	183
Customer Service Representatives	1,865	\$17.39	\$36,186	High school diploma or equivalent	5,482

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending March 11, 2015.

<sup>17</sup> Total job openings are the sum of new jobs and replacement job openings.

<sup>18</sup> U.S. Department of Labor, Bureau of Labor Statistics (BLS) 2012 education levels.

<sup>19</sup> Totals represent job advertisements from employers in all industries. One job opening may be represented in more than one job advertisement.

## Top Occupations for the Retail Cluster by Education Level

The table below identifies the occupations with the most total job openings, categorized by Bureau of Labor Statistics (BLS) 2012 entry-level education requirements, within the Retail cluster. The table includes the Los Angeles County Economic Sub-Market's projected total job openings and median hourly and annual wages. In addition, recent totals of online job advertisements over 120-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

Occupations	Total Job Openings <sup>20</sup> (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	HWOL Job Ads (120 days)
<b>Requires a Bachelor's Degree or Higher</b>				
General and Operations Managers	1,654	\$52.29	\$108,756	1,806
Sales Managers	1,355	\$55.79	\$116,036	2,480
Pharmacists	1,254	\$66.31	\$137,922	428
Loan Officers	237	\$40.08	\$83,361	1,642
Accountants and Auditors	148	\$35.04	\$72,888	6,656
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>				
First-Line Supervisors of Production and Operating Workers	449	\$25.61	\$53,267	2,392
Heavy and Tractor-Trailer Truck Drivers	175	\$20.20	\$42,009	4,435
Computer, Automated Teller, and Office Machine Repairers	164	\$19.61	\$40,776	36
Hairdressers, Hairstylists, and Cosmetologists	121	\$10.96	\$22,799	1,176
Computer User Support Specialists	67	\$25.13	\$52,268	3,404
<b>Requires a High School Diploma or Equivalent or Less</b>				
Retail Salespersons	48,060	\$10.76	\$22,380	5,806
Cashiers	38,452	\$9.75	\$20,287	1,218
Stock Clerks and Order Fillers	14,730	\$11.26	\$23,432	1,650
First-Line Supervisors of Retail Sales Workers	10,257	\$19.32	\$40,177	4,275
Laborers and Freight, Stock, and Material Movers, Hand	5,310	\$11.32	\$25,531	1,391

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending period ending March 11, 2015.

<sup>20</sup> Total job openings are the sum of new jobs and replacement job openings.

## Skill Requirements in the Retail Cluster

The table below lists the 10 top skills required for top occupations in the Retail cluster, categorized by entry-level education requirements. Critical thinking and speaking are the most commonly shared skills, followed by active listening, monitoring and reading comprehension. The skills and work activities identified for each occupation are from the U.S. Department of Labor's Occupational Information Network (O\*NET).

Occupations	Skills																										
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Equipment Maintenance	Instruction	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Mathematics	Monitoring	Negotiation	Operation and Control	Operation Monitoring	Persuasion	Reading Comprehension	Repairing	Science	Service Orientation	Social Perceptiveness	Speaking	Systems Analysis	Time Management	Troubleshooting	Writing	
<b>Requires a Bachelor's Degree or Higher</b>																											
General and Operations Managers	•	•	•	•	•				•		•					•				•	•				•		
Sales Managers			•	•			•		•		•				•						•	•		•		•	
Pharmacists	•	•			•		•				•					•		•			•	•				•	
Loan Officers	•	•	•		•		•			•						•			•			•				•	
Accountants and Auditors <sup>21</sup>	•	•			•		•			•	•					•					•	•				•	
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>																											
First-Line Supervisors of Production and Operating Workers		•		•	•				•		•					•					•	•		•		•	
Heavy and Tractor-Trailer Truck Drivers		•	•		•	•					•			•	•	•						•			•		
Computer, Automated Teller, and Office Machine Repairers	•	•			•						•			•	•	•	•					•			•		•
Hairdressers, Hairstylists, and Cosmetologists	•	•			•		•		•		•				•					•	•	•					
Computer User Support Specialists	•	•		•	•		•				•					•				•	•	•				•	
<b>Requires a High School Diploma or Equivalent or Less</b>																											
Retail Salespersons		•			•						•	•			•	•				•	•	•				•	
Cashiers		•		•	•						•				•					•	•	•			•	•	
Stock Clerks and Order Fillers <sup>22</sup>	•	•	•	•	•						•				•					•	•	•					
First-Line Supervisors of Retail Sales Workers					•		•		•		•	•			•	•				•	•	•			•		
Laborers and Freight, Stock, and Material Movers, Hand		•	•	•	•						•			•	•	•					•				•		

Source: U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

<sup>21</sup> Skills listed represent Accountants, a specialty occupation of Accountants and Auditors.

<sup>22</sup> Skills listed represent Stock Clerks, Sales Floor, a specialty occupation of Stock Clerks and Order Fillers.



## Work Activities in the Retail Cluster

The table below lists the 10 top work activities required for top occupations in the Retail cluster, categorized by entry-level education requirements. The most common include establishing and maintaining interpersonal relationships; organizing, planning, and prioritizing work; communicating with supervisors, peers, or subordinates; and making decisions and solving problems.

Occupations	Work Activities																																
	Analyzing Data or Information	Assisting and Caring for Others	Coaching and Developing Others	Communicating with Persons Outside Organization	Communicating with Supervisors, Peers, or Subordinates	Controlling Machines and Processes	Coordinating the Work and Activities of Others	Establishing and Maintaining Interpersonal Relationships	Evaluating Information to Determine Compliance with Standards	Getting Information	Guiding, Directing, and Motivating Subordinates	Handling and Moving Objects	Identifying Objects, Actions, and Events	Inspecting Equipment, Structures, or Material	Interacting With Computers	Making Decisions and Solving Problems	Monitor Processes, Materials, or Surroundings	Monitoring and Controlling Resources	Operating Vehicles, Mechanized Devices, or Equipment	Organizing, Planning, and Prioritizing Work	Performing Administrative Activities	Performing for or Working Directly with the Public	Performing General Physical Activities	Processing Information	Provide Consultation and Advice to Others	Repairing and Maintaining Electronic Equipment	Repairing and Maintaining Mechanical Equipment	Resolving Conflicts and Negotiating with Others	Scheduling Work and Activities	Selling or Influencing Others	Thinking Creatively	Training and Teaching Others	Updating and Using Relevant Knowledge
<b>Requires a Bachelor's Degree or Higher</b>																																	
General and Operations Managers				•	•		•	•							•		•											•					
Sales Managers			•	•	•		•	•			•				•					•								•	•				
Pharmacists	•	•						•	•				•			•				•		•		•									•
Loan Officers				•				•	•						•					•		•		•				•					•
Accountants and Auditors <sup>23</sup>	•			•				•	•	•					•					•	•		•		•							•	
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>																																	
First-Line Supervisors of Production and Operating Workers			•	•	•	•	•				•	•													•			•	•				
Heavy and Tractor-Trailer Truck Drivers					•		•		•		•	•	•		•				•	•			•										
Computer, Automated Teller, and Office Machine Repairers				•			•					•		•	•					•		•			•		•				•	•	
Hairdressers, Hairstylists, and Cosmetologists	•		•				•		•		•									•		•		•						•		•	
Computer User Support Specialists				•			•		•			•		•	•					•		•		•					•		•		•
<b>Requires a High School Diploma or Equivalent or Less</b>																																	
Retail Salespersons			•	•			•				•				•					•		•						•	•			•	
Cashiers			•	•			•	•			•				•					•		•					•		•				
Stock Clerks and Order Fillers <sup>24</sup>			•	•			•				•	•								•		•	•							•	•		
First-Line Supervisors of Retail Sales Workers		•		•			•		•		•				•					•		•					•	•					
Laborers and Freight, Stock, and Material Movers, Hand				•	•		•	•			•	•					•			•	•		•										

Source: U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

<sup>23</sup> Work Activities listed represent Accountants, a specialty occupation of Accountants and Auditors.

<sup>24</sup> Work Activities listed represent Stock Clerks, Sales Floor, a specialty occupation of Stock Clerks and Order Fillers.

## Related Occupations for the Retail Cluster

The table below lists top occupations in the Retail cluster by entry-level education requirements and provides a sample of related occupations. These related occupations match many of the skills, education, and work experience needed for the top Retail cluster occupations.

Retail Occupations	Related Occupations
<b>Requires a Bachelor's Degree or Higher</b>	
General and Operations Managers	<ul style="list-style-type: none"> <li>Administrative Services Managers</li> <li>Logistics Managers</li> <li>Storage and Distribution Managers</li> </ul>
Sales Managers	<ul style="list-style-type: none"> <li>Financial Managers, Branch or Department</li> <li>Logistics Managers</li> <li>Transportation Managers</li> </ul>
Pharmacists	<ul style="list-style-type: none"> <li>Health Specialties Teachers, Postsecondary</li> <li>Medical Scientists, Except Epidemiologists</li> <li>Nursing Instructors and Teachers, Postsecondary</li> </ul>
Loan Officers	<ul style="list-style-type: none"> <li>Customs Brokers</li> <li>Insurance Sales Agents</li> <li>Sales Agents, Financial Services</li> </ul>
Accountants and Auditors	<ul style="list-style-type: none"> <li>Financial Analysts</li> <li>Personal Financial Advisors</li> <li>Risk Management Specialists</li> </ul>
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>	
First-Line Supervisors of Production and Operating Workers	<ul style="list-style-type: none"> <li>First-Line Supervisors of Construction Trades and Extraction Workers</li> <li>First-Line Supervisors of Mechanics, Installers, and Repairers</li> <li>Non-Destructive Testing Specialists</li> </ul>
Heavy and Tractor-Trailer Truck Drivers	<ul style="list-style-type: none"> <li>Light Truck or Delivery Services Drivers</li> <li>Pile-Driver Operators</li> <li>Service Unit Operators, Oil, Gas, and Mining</li> </ul>
Computer, Automated Teller, and Office Machine Repairers	<ul style="list-style-type: none"> <li>Computer Programmers</li> <li>Computer Systems Analysts</li> <li>Information Security Analysts</li> </ul>
Hairdressers, Hairstylists, and Cosmetologists	<ul style="list-style-type: none"> <li>Massage Therapists</li> <li>Dental Assistants</li> <li>Skincare Specialists</li> </ul>
Computer User Support Specialists	<ul style="list-style-type: none"> <li>Computer Operators</li> <li>Desktop Publishers</li> <li>Web Administrators</li> </ul>
<b>Requires a High School Diploma or Equivalent or Less</b>	
Retail Salespersons	<ul style="list-style-type: none"> <li>Counter and Rental Clerks</li> <li>Hotel, Motel, and Resort Desk Clerks</li> <li>Tellers</li> </ul>
Cashiers	<ul style="list-style-type: none"> <li>Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop</li> <li>Stock Clerks, Sales Floor</li> <li>Waiters and Waitresses</li> </ul>
Stock Clerks and Order Fillers	<ul style="list-style-type: none"> <li>Cashiers</li> <li>Dining Room and Cafeteria Attendants and Bartender Helpers</li> <li>Marking Clerks</li> </ul>
First-Line Supervisors of Retail Sales Workers	<ul style="list-style-type: none"> <li>First-Line Supervisors of Food Preparation and Serving Workers</li> <li>Hotel, Motel, and Resort Desk Clerks</li> <li>Retail Salespersons</li> </ul>
Laborers and Freight, Stock, and Material Movers, Hand	<ul style="list-style-type: none"> <li>Fence Erectors</li> <li>Industrial Truck and Tractor Operators</li> <li>Reinforcing Iron and Rebar Workers</li> </ul>

Source: U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

## Employer Demand for the Retail Cluster

The following table lists the Los Angeles County Economic Sub-Market employers in the Retail cluster who posted the most job advertisements during the 120-day period ending period ending March 11, 2015. The table also includes the number of job advertisements from the previous year's period, as well as the numerical change and year-over percent change in these postings for the same 120-day period.

Retail Cluster Employers	Recent Job Advertisements <sup>25</sup> (120-day period)	Prior Year Job Advertisements (120-day period)	Numerical Change	Year-Over Percent Change (HWOL Job Advertisements)
Macy's	678	424	254	59.9%
Safeway Companies	486	44	442	1,004.5%
Nordstrom	400	381	19	5.0%
Home Depot	385	215	170	79.1%
Forever 21 Inc.	368	325	43	13.2%
Bloomingdale's	292	94	198	210.6%
Target Corporation	285	46	239	519.6%
Lowe's	261	229	32	14.0%
Sears Holdings Corporation	239	590	-351	-59.5%
Whole Foods	220	226	-6	-2.7%
Office Depot	197	152	45	29.6%
Harbor Freight Tools	196	280	-84	-30.0%
Big 5 Sporting Goods	179	56	123	219.6%
Rite Aid	155	74	81	109.5%
T-Mobile	146	183	-37	-20.2%
Toys"R"Us	139	234	-95	-40.6%
Toyota Motor Corporation	138	80	58	72.5%
Staples	135	193	-58	-30.1%
Dollar Tree Stores, Inc.	116	64	52	81.3%
BCBG Max Azria	107	130	-23	-17.7%

Source: The Conference Board Help Wanted OnLine™ (HWOL) Data Series: Period ending March 11, 2015.

<sup>25</sup> Totals do not include employers with anonymous job advertisements.

## Instructional Programs for the Top Retail Cluster Occupations

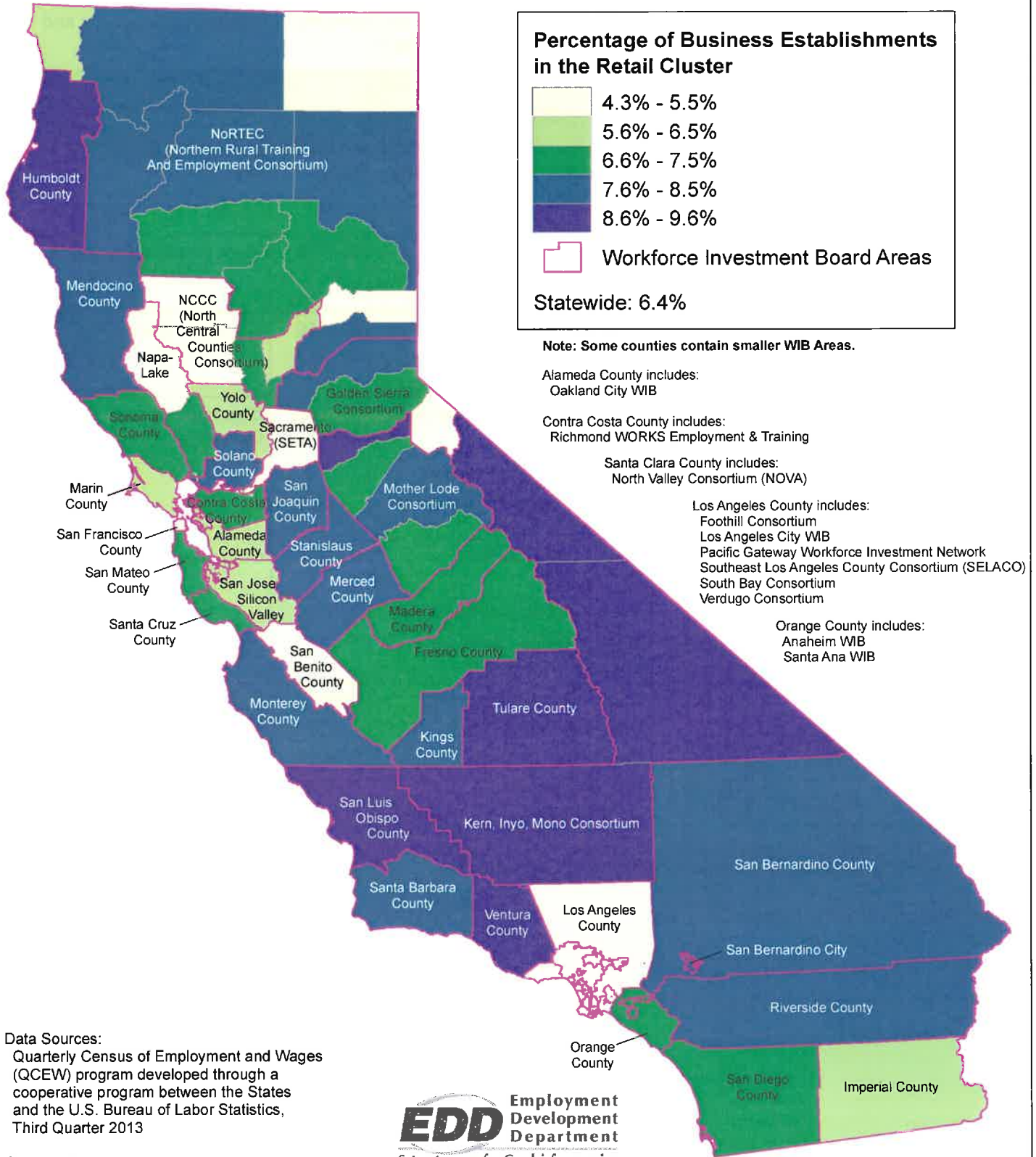
The table below provides examples of instructional programs related to some of the top occupations in the Retail cluster, particularly those that require less than a bachelor's degree. These programs train individuals for occupations throughout many industries and are not limited to the Retail cluster. To view a more complete list of training programs, select the source links under the table below. The Taxonomy of Programs categorizes and describes instructional programs only for California Community Colleges.

Occupations	Classification of Instructional Program (CIP)		Taxonomy of Programs (TOP)	
	CIP Code	CIP Title	TOP Code	TOP Title
First-Line Supervisors of Production and Operating Workers	52.0205	Operations Management and Supervision	N/A	N/A
Heavy and Tractor-Trailer Truck Drivers	49.0205	Truck and Bus Driver/ Commercial Vehicle Operator and Instructor	094750	Truck and Bus Driving
Computer, Automated Teller, and Office Machine Repairers	47.0102 47.0104	Business Machine Repair Computer Installation and Repair Technology/Technician	093410	Computer Electronics
Hairdressers, Hairstylists, and Cosmetologists	12.0401	Cosmetology/Cosmetologist, General	300700	Cosmetology and Barbering
	12.0406	Make-Up Artist/Specialist		
	12.0413	Cosmetology, Barber/Styling, and Nail Instructor		
Computer User Support Specialists	01.0106	Agricultural Business Technology	070820	Computer Support
	11.1006	Computer Support Specialist		
	51.0709	Medical Office Computer Specialist/Assistant		
First-Line Supervisors of Retail Sales Workers	19.0203	Consumer Merchandising/Retailing Management	050650	Retail Store Operations and Management
	52.0212	Retail Management	050940	Sales and Salesmanship
	52.1803	Retailing and Retail Operations	050960	Display

Source: U.S. Department of Education [Integrated Postsecondary Education Data System \(IPEDS\)](http://www.nces.ed.gov) at [www.nces.ed.gov](http://www.nces.ed.gov); [California Community Colleges TOP-to-CIP Crosswalk 7th Edition \(2010\)](http://www.cccco.edu), [www.cccco.edu](http://www.cccco.edu).

# California Retail Cluster

Percentage of Total County Establishments, 2013



Data Sources:  
 Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

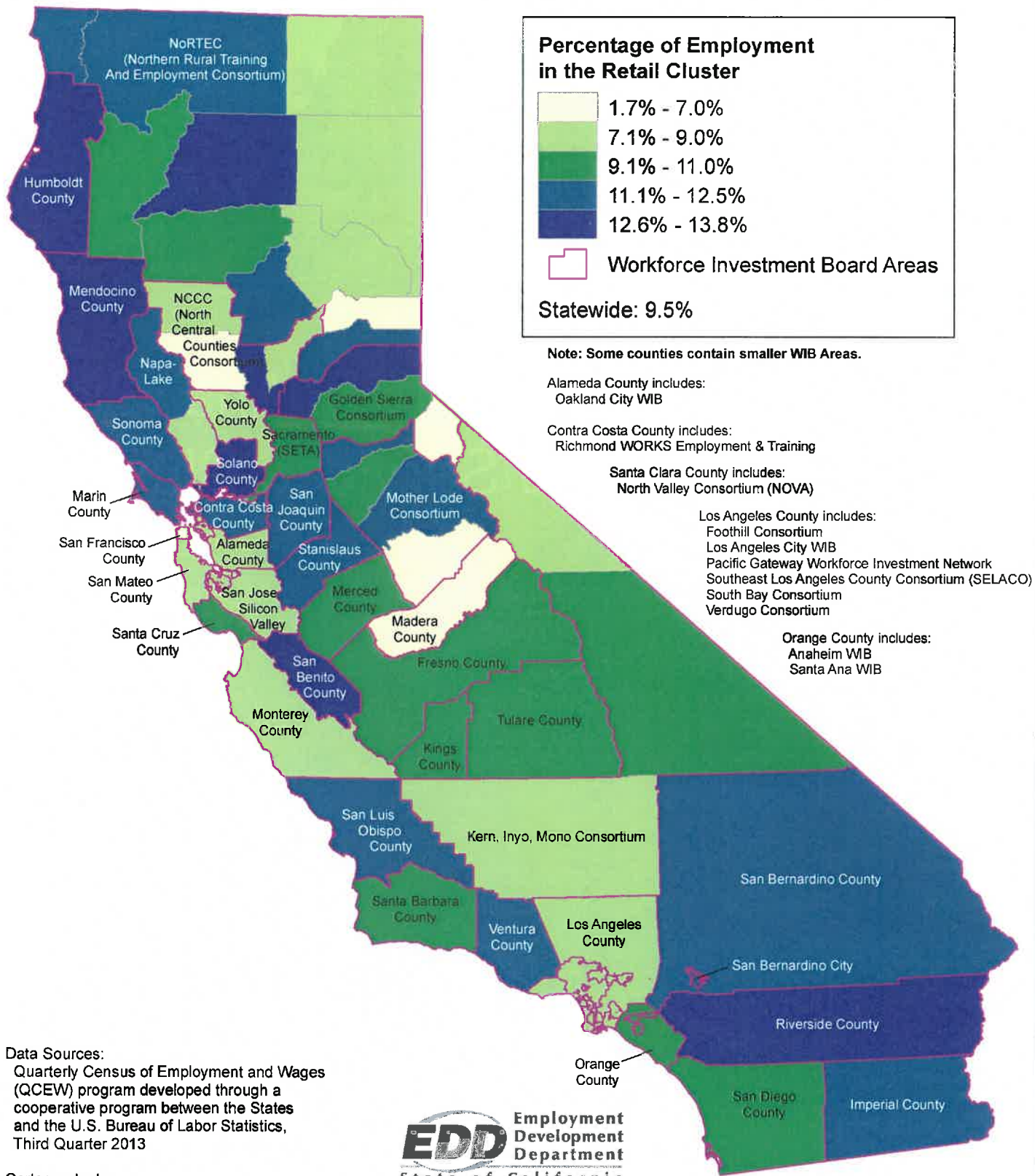
Cartography by:  
 Labor Market Information Division  
 California Employment Development Department  
<http://www.labormarketinfo.edd.ca.gov>  
 July 2014

**EDD** Employment Development Department  
 State of California

**LaborMarketInfo**

# California Retail Cluster

Percentage of Total County Employment, 2013



Data Sources:  
 Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:  
 Labor Market Information Division  
 California Employment Development Department  
<http://www.labormarketinfo.edd.ca.gov>  
 July 2014





# Occupational Analysis: Health Care Services Cluster

Southern Economic Sub-Market

Los Angeles County

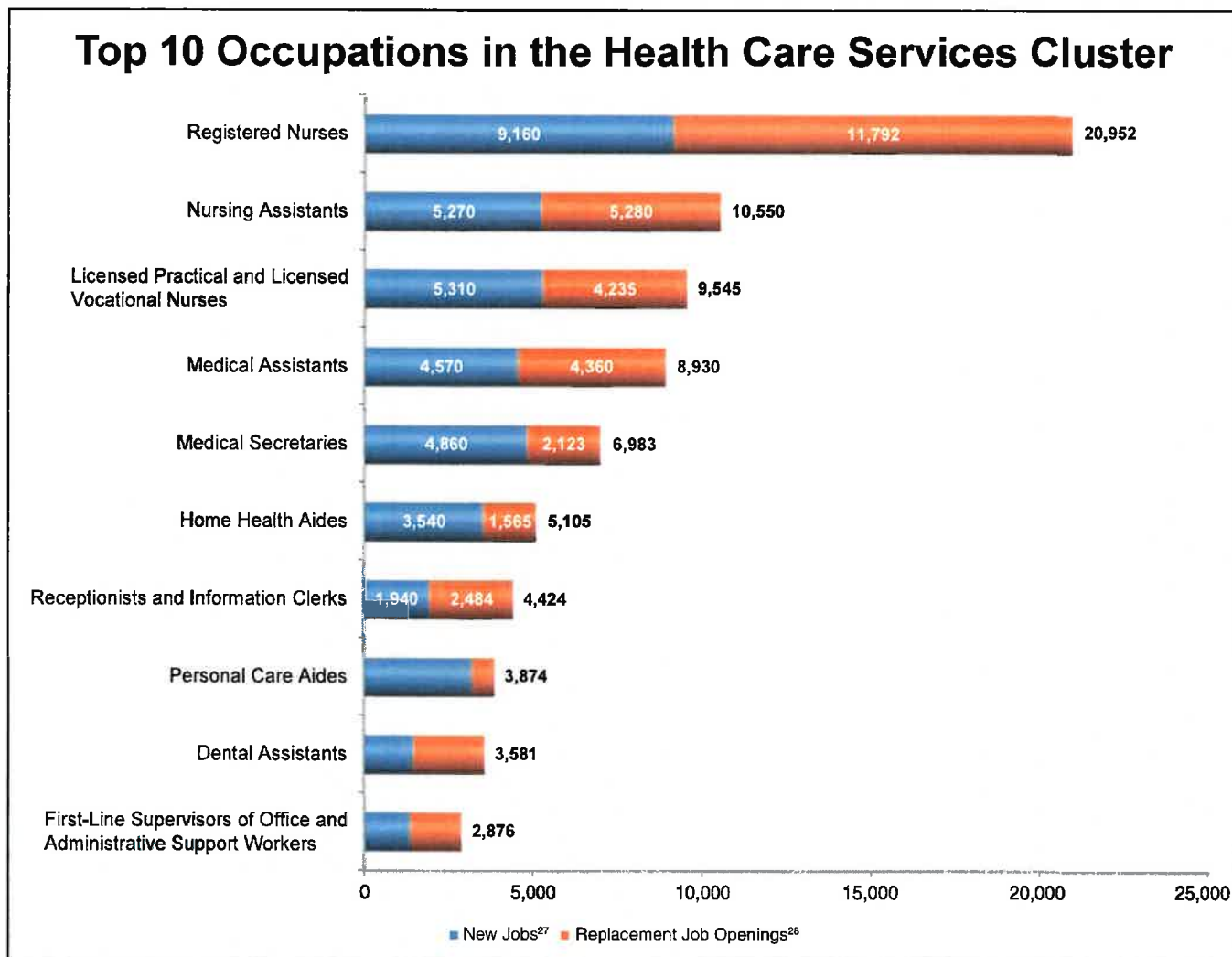
April 2015

## What is the Health Care Services Cluster?

The Health Care Services cluster is comprised of 14 industries that include hospitals and doctors' offices, diagnostic laboratories, continuing care retirement communities, home health care services, and other activities related to health care. The workers employed within this cluster span all skill levels and share skills and work activities both within the cluster and in many other industry clusters, suggesting the potential for skills transference and upward mobility with additional training.

## Top 10 Occupations in the Health Care Services Cluster

The graph below identifies the top 10 occupations in the Health Care Services cluster, based on the Los Angeles County Economic Sub-Market's new job growth plus replacement openings. In sum, these 10 occupations represent almost half of the 159,376 total job openings projected in this cluster between 2012 and 2022. Moreover, many share the same required skills such as active listening, critical thinking, reading comprehension, and speaking.<sup>26</sup>



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov).

<sup>26</sup> U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

<sup>27</sup> New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

<sup>28</sup> Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.



## Top 10 Occupations and Recent Job Demand in the Health Care Services Cluster

The table below further profiles the Los Angeles County Economic Sub-Market's top 10 occupations in the Health Care Services cluster by listing the total job openings for 2012-2022, median hourly and annual wages, and entry-level education requirements. Also included are online job advertisements extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series over a recent 120-day period. HWOL compiles, analyzes, and categorizes job advertisements from numerous online job boards, including CalJOBS<sup>SM</sup> ([www.caljobs.ca.gov](http://www.caljobs.ca.gov)), California's online job listing system.

Occupations	Total Job Openings <sup>29</sup> (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	Entry Level Education <sup>30</sup>	HWOL Job Ads <sup>31</sup> (120 days)
Registered Nurses	20,952	\$45.56	\$94,777	Associate's degree	11,280
Nursing Assistants	10,550	\$13.49	\$28,049	Postsecondary non-degree award	622
Licensed Practical and Licensed Vocational Nurses	9,545	\$25.36	\$52,753	Postsecondary non-degree award	1,411
Medical Assistants	8,930	\$15.36	\$31,951	Postsecondary non-degree award	1,441
Medical Secretaries	6,983	\$17.73	\$36,894	High school diploma or equivalent	2,412
Home Health Aides	5,105	\$12.13	\$25,226	Less than high school	753
Receptionists and Information Clerks	4,424	\$13.93	\$28,989	High school diploma or equivalent	2,048
Personal Care Aides	3,874	\$10.29	\$21,421	Less than high school	1,897
Dental Assistants	3,581	\$17.77	\$36,956	Postsecondary non-degree award	1,060
First-Line Supervisors of Office and Administrative Support Workers	2,876	\$27.34	\$56,865	High school diploma or equivalent	4,925

Source: California Employment Development Department, *Projections of Employment 2012-2022; Occupational Employment Statistics Wage Survey, updated to 4th Q, 2014; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending period ending March 11, 2015.*

<sup>29</sup> Total job openings are the sum of new jobs and replacement job openings.

<sup>30</sup> U.S. Department of Labor, Bureau of Labor Statistics (BLS) 2012 education levels.

<sup>31</sup> Totals represent job advertisements from employers in all industries. One job opening may be represented in more than one job advertisement.

## Top Occupations for the Health Care Services Cluster by Education Level

The table below identifies the occupations with the most total job openings, categorized by Bureau of Labor Statistics (BLS) 2012 entry-level education requirements, within the Health Care Services cluster. The table includes the Los Angeles County Economic Sub-Market's projected total job openings and median hourly and annual wages. In addition, recent totals of online job advertisements over 120-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

Occupations	Total Job Openings <sup>32</sup> (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	HWOL Job Ads (120 days)
<b>Requires a Bachelor's Degree or Higher</b>				
Medical and Health Services Managers	2,634	\$53.67	\$111,622	3,038
Physical Therapists	2,137	\$43.26	\$89,980	1,049
Family and General Practitioners	1,224	>\$90.00	>\$187,200	412
General and Operations Managers	1,208	\$52.29	\$108,756	1,806
Dentists, General	1,154	\$63.05	\$131,158	469
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>				
Registered Nurses	20,952	\$45.56	\$94,777	11,280
Nursing Assistants	10,550	\$13.49	\$28,049	622
Licensed Practical and Licensed Vocational Nurses	9,545	\$25.36	\$52,753	1,411
Medical Assistants	8,930	\$15.36	\$31,951	1,441
Dental Assistants	3,581	\$17.77	\$36,956	1,060
<b>Requires a High School Diploma or Equivalent or Less</b>				
Medical Secretaries	6,983	\$17.73	\$36,894	2,412
Home Health Aides	5,105	\$12.13	\$25,226	753
Receptionists and Information Clerks	4,424	\$13.93	\$28,989	2,048
Personal Care Aides	3,874	\$10.29	\$21,421	1,897
First-Line Supervisors of Office and Administrative Support Workers	2,876	\$27.34	\$56,865	4,925

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending period ending March 11, 2015.

<sup>32</sup> Total job openings are the sum of new jobs and replacement job openings.

## Skill Requirements in the Health Care Services Cluster

The table below lists the 10 top skills required for top occupations in the Health Care Services cluster, categorized by entry-level education requirements. Active listening, critical thinking, reading comprehension and speaking are the most commonly shared skills. The skills and work activities identified for each occupation are from the U.S. Department of Labor's Occupational Information Network (O\*NET).

Occupations	Skills																	
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Instructing	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Monitoring	Operations Analysis	Reading Comprehension	Science	Service Orientation	Social Perceptiveness	Speaking	Time Management	Writing
<b>Requires a Bachelor's Degree or Higher</b>																		
Medical and Health Services Managers		•		•	•		•			•	•	•			•	•	•	
Physical Therapists		•		•	•		•			•		•		•	•	•		•
Family and General Practitioners	•	•	•		•		•					•	•		•	•		•
General and Operations Managers	•	•		•	•			•	•			•			•	•		•
Dentists, General	•	•	•	•	•		•			•		•				•		•
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>																		
Registered Nurses	•	•		•	•			•		•		•		•	•	•		
Nursing Assistants	•	•		•	•					•		•		•	•	•		•
Licensed Practical and Licensed Vocational Nurses		•		•	•					•		•		•	•	•	•	•
Medical Assistants	•	•		•	•					•		•		•	•	•		•
Dental Assistants	•	•			•	•				•		•		•	•	•		•
<b>Requires a High School Diploma or Equivalent or Less</b>																		
Medical Secretaries		•		•	•					•		•		•	•	•	•	•
Home Health Aides	•	•		•	•			•		•		•		•	•	•		
Receptionists and Information Clerks		•	•	•	•							•		•	•	•	•	•
Personal Care Aides	•	•		•	•					•		•		•	•	•		•
First-Line Supervisors of Office and Administrative Support Workers		•		•	•			•		•		•			•	•	•	•

Source: U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

## Work Activities in the Health Care Services Cluster

The table below lists the 10 top work activities required for top occupations in the Health Care Services cluster, categorized by entry-level education requirements. The most common include establishing and maintaining interpersonal relationships; assisting and caring for others; identifying objects, actions, and events; and organizing, planning, and prioritizing work.

Occupations	Work Activities																										
	Analyzing Data or Information	Assisting and Caring for Others	Coaching and Developing Others	Communicating with Persons Outside Organization	Communicating with Supervisors, Peers, or Subordinates	Controlling Machines and Processes	Coordinating the Work and Activities of Others	Documenting/Recording Information	Establishing and Maintaining Interpersonal Relationships	Evaluating Information to Determine Compliance with Standards	Getting Information	Guiding, Directing, and Motivating Subordinates	Handling and Moving Objects	Identifying Objects, Actions, and Events	Making Decisions and Solving Problems	Monitor Processes, Materials, or Surroundings	Monitoring and Controlling Resources	Organizing, Planning, and Prioritizing Work	Performing Administrative Activities	Performing for or Working Directly with the Public	Performing General Physical Activities	Processing Information	Provide Consultation and Advice to Others	Resolving Conflicts and Negotiating with Others	Scheduling Work and Activities	Thinking Creatively	Updating and Using Relevant Knowledge
<b>Requires a Bachelor's Degree or Higher</b>																											
Medical and Health Services Managers																											
Physical Therapists																											
Family and General Practitioners																											
General and Operations Managers																											
Dentists, General																											
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>																											
Registered Nurses																											
Nursing Assistants																											
Licensed Practical and Licensed Vocational Nurses																											
Medical Assistants																											
Dental Assistants																											
<b>Requires a High School Diploma or Equivalent or Less</b>																											
Medical Secretaries																											
Home Health Aides																											
Receptionists and Information Clerks																											
Personal Care Aides																											
First-Line Supervisors of Office and Administrative Support Workers																											

Source: U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

## Related Occupations for the Health Care Services Cluster

The table below lists top occupations in the Health Care Services cluster by entry-level education requirements and provides a sample of related occupations. These related occupations match many of the skills, education, and work experience needed for the top Health Care Services cluster occupations.

Health Care Services Occupations	Related Occupations
<b>Requires a Bachelor's Degree or Higher</b>	
Medical and Health Services Managers	<ul style="list-style-type: none"> <li>• Management Analysts</li> <li>• Chief Executives</li> <li>• Human Resources Managers</li> </ul>
Physical Therapists	<ul style="list-style-type: none"> <li>• Occupational Therapists</li> <li>• Health Specialties Teachers, Postsecondary</li> <li>• Nursing Instructors and Teachers, Postsecondary</li> </ul>
Family and General Practitioners	<ul style="list-style-type: none"> <li>• Physician Assistants</li> <li>• Clinical Nurse Specialists</li> <li>• Preventive Medicine Physicians</li> </ul>
General and Operations Managers	<ul style="list-style-type: none"> <li>• First-Line Supervisors of Office and Administrative Support Workers</li> <li>• Logistics Managers</li> <li>• Wholesale and Retail Buyers, Except Farm Products</li> </ul>
Dentists, General	<ul style="list-style-type: none"> <li>• Pharmacists</li> <li>• Anesthesiologists</li> <li>• Nurse Anesthetists</li> </ul>
<b>Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree</b>	
Registered Nurses	<ul style="list-style-type: none"> <li>• Licensed Practical and Licensed Vocational Nurses</li> <li>• Acute Care Nurses</li> <li>• Critical Care Nurses</li> </ul>
Nursing Assistants <sup>33</sup>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Licensed Practical and Licensed Vocational Nurses	<ul style="list-style-type: none"> <li>• Physical Therapist Assistants</li> <li>• Radiologic Technicians</li> <li>• Social and Human Service Assistants</li> </ul>
Medical Assistants	<ul style="list-style-type: none"> <li>• Pharmacy Technicians</li> <li>• Occupational Therapy Assistants</li> <li>• Dental Assistants</li> </ul>
Dental Assistants	<ul style="list-style-type: none"> <li>• Endoscopy Technicians</li> <li>• Dental Hygienists</li> <li>• Surgical Technologists</li> </ul>
<b>Requires a High School Diploma or Equivalent or Less</b>	
Medical Secretaries	<ul style="list-style-type: none"> <li>• Receptionists and Information Clerks</li> <li>• Medical Records and Health Information Technicians</li> <li>• Bill and Account Collectors</li> </ul>
Home Health Aides	<ul style="list-style-type: none"> <li>• Personal Care Aides</li> <li>• Medical Assistants</li> <li>• Childcare Workers</li> </ul>
Receptionists and Information Clerks	<ul style="list-style-type: none"> <li>• Office Clerks, General</li> <li>• Customer Service Representatives</li> <li>• Medical records and Health Information Technicians</li> </ul>
Personal Care Aides	<ul style="list-style-type: none"> <li>• Home Health Aides</li> <li>• Occupational Therapy Aides</li> <li>• Physical Therapist Aides</li> </ul>
First-Line Supervisors of Office and Administrative Support Workers	<ul style="list-style-type: none"> <li>• General and Operations Managers</li> <li>• Human Resources Specialists</li> <li>• First-Line Supervisors on Non-Retail Sales Workers</li> </ul>

Source: U.S. Department of Labor's [Occupational Information Network \(O\\*NET\)](http://www.onetonline.org) at [www.onetonline.org](http://www.onetonline.org).

<sup>33</sup> Currently no related occupations reported by O\*NET.

## Employer Demand for the Health Care Services Cluster

The following table lists the Los Angeles County Economic Sub-Market employers in the Health Care Services cluster who posted the most job advertisements during the 120-day period ending March 11, 2015. The table also includes the number of job advertisements from the previous year's period, as well as the numerical change and year-over percent change in these postings for the same 120-day period.

Health Care Services Cluster Employers	Recent Job Advertisements <sup>34</sup> (120-day period)	Prior Year Job Advertisements (120-day period)	Numerical Change	Year-Over Percent Change (HWOL Job Advertisements)
Providence Health & Services	2,071	731	1,340	183.3%
Kaiser Permanente	1,172	590	582	98.6%
City Of Hope	394	370	24	6.5%
Molina Healthcare, Inc.	359	154	205	133.1%
HealthPartners	348	347	1	0.3%
Onward Healthcare	216	62	154	248.4%
American Mobile Healthcare	210	229	-19	-8.3%
DaVita, Inc.	160	227	-67	-29.5%
Brookdale Senior Living	158	82	76	92.7%
Tenet Healthcare Corporation	146	84	62	73.8%
Cedars-Sinai	145	129	16	12.4%
PIH Health	145	27	118	437.0%
Dignity Health	132	285	-153	-53.7%
Huntington Hospital	111	82	29	35.4%
Genesis HealthCare	102	34	68	200.0%
Adventist HealthCare	102	86	16	18.6%
Valley Presbyterian Hospital	99	29	70	241.4%
Sunrise Senior Living, Inc.	96	76	20	26.3%
Fresenius Medical Care	93	69	24	34.8%
Saint Francis Medical Center	93	98	-5	-5.1%

Source: The Conference Board Help Wanted OnLine™ (HWOL) Data Series: Period ending March 11, 2015.

<sup>34</sup> Totals do not include employers with anonymous job advertisements.

## Instructional Programs for the Health Care Services Cluster Occupations

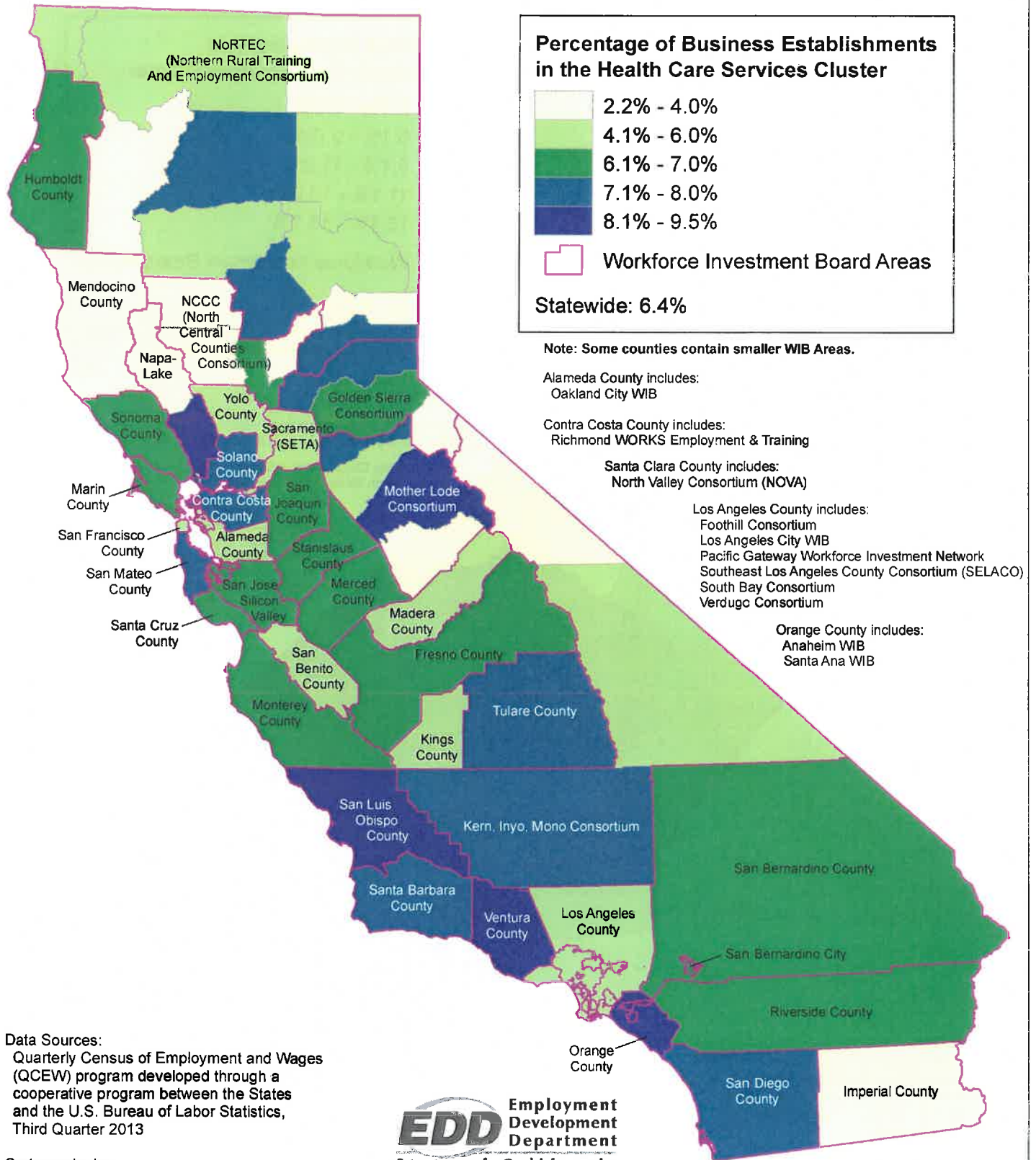
The table below provides examples of instructional programs related to some of the top occupations in the Health Care Services cluster, particularly those that require less than a bachelor's degree. These programs train individuals for occupations throughout many industries and are not limited to the Health Care Services cluster. To view a more complete list of training programs, select the source links under the table below. The Taxonomy of Programs categorizes and describes instructional programs only for California Community Colleges.

Occupations	Classification of Instructional Program (CIP)		Taxonomy of Programs (TOP)	
	CIP Code	CIP Title	TOP Code	TOP Title
Registered Nurses	51.3801	Registered Nursing/Registered Nurse	123000	Nursing
	51.3808	Nursing Science	123010	Registered Nursing
	51.3813	Clinical Nurse Specialist		
Nursing Assistants	51.2601	Health Aide	123030	Certified Nurse Assistant
	51.3902	Nursing Assistant/Aide and Patient Care Assistant/Aide		
	51.3999	Practical Nursing, Vocational Nursing and Nursing Assistants, Other		
Licensed Practical and Licensed Vocational Nurses	51.3901	Licensed Practical/Vocational Nurse Training	123020	Licensed Vocational Nursing
	51.3999	Practical Nursing, Vocational Nursing and Nursing Assistants, Other		
Medical Assistants	51.0710	Medical Office Assistant/Specialist	120800	Medical Assisting
	51.0712	Medical Reception/Receptionist	120810	Clinical Medical Assisting
	51.0716	Medical Administrative/Executive Assistant and Medical Secretary	120820	Administrative Medical Assisting
Dental Assistants	51.0601	Dental Assisting/Assistant	124010	Dental Assistant
Medical Secretaries	51.0710	Medical Office Assistant/Specialist	051420	Medical Office Technology
	51.0714	Medical Insurance Specialist/Medical Biller		
	51.0716	Medical Administrative/Executive Assistant and Medical Secretary		
Home Health Aides	51.2602	Home Health Aide/Home Attendant	123080	Home Health Aide
Receptionists and Information Clerks	52.0406	Receptionist	N/A	N/A
Personal Care Aides	51.2602	Home Health Aide/Home Attendant	123080	Home Health Aide
First-Line Supervisors of Office and Administrative Support Workers	51.0705	Medical Office Management/Administration	050630	Management Development and Supervision
	51.0711	Medical/Health Management and Clinical Assistant/Specialist	050970	E-Commerce (business emphasis)
	52.0207	Customer Service Management	051440	Office Management

Source: U.S. Department of Education [Integrated Postsecondary Education Data System \(IPEDS\)](http://www.nces.ed.gov/ipeds) at [www.nces.ed.gov](http://www.nces.ed.gov); [California Community Colleges TOP-to-CIP Crosswalk 7th Edition \(2010\)](http://www.cccco.edu), [www.cccco.edu](http://www.cccco.edu).

# California Health Care Services Cluster

Percentage of Total County Establishments, 2013



Data Sources:  
 Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

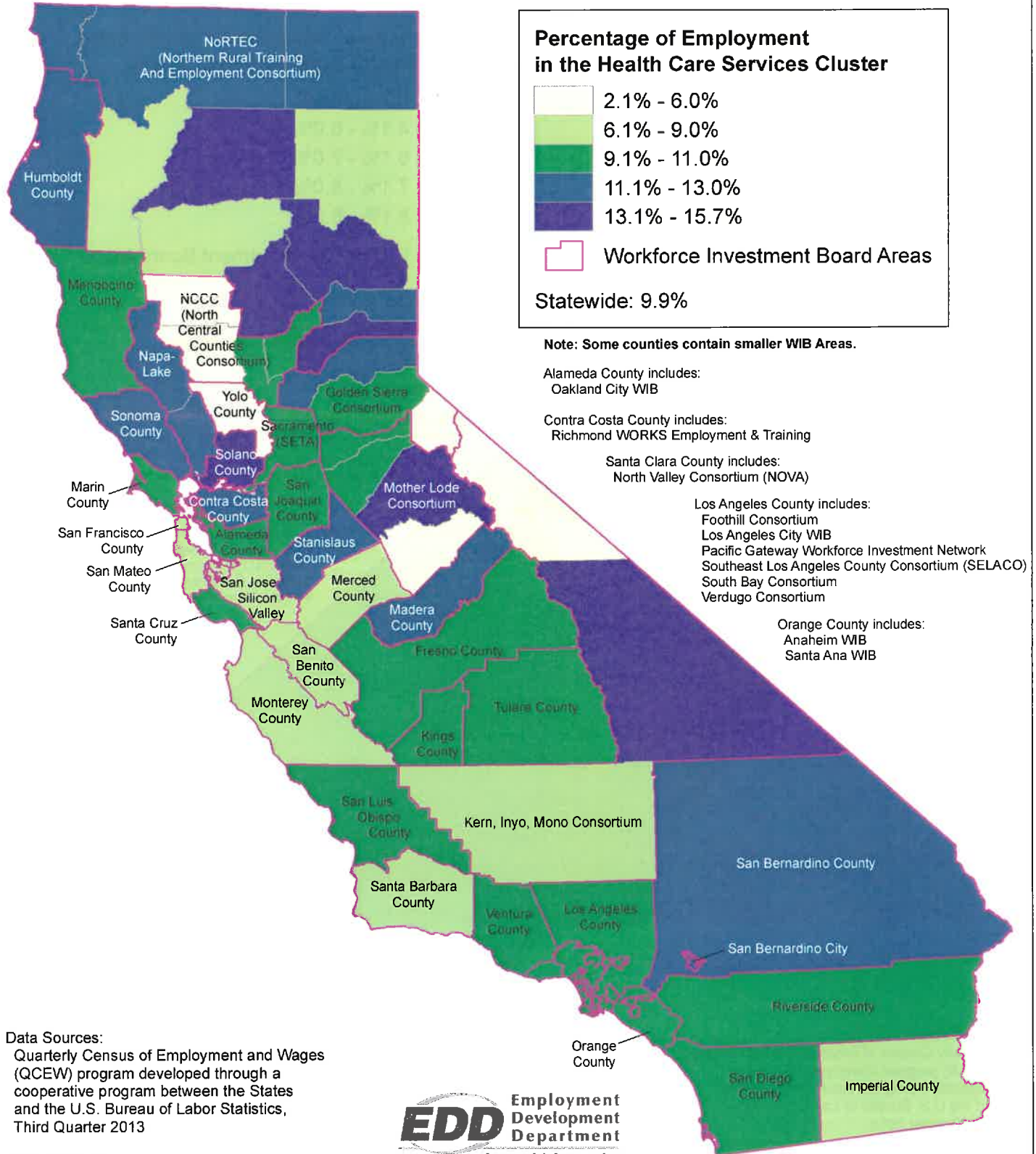
Cartography by:  
 Labor Market Information Division  
 California Employment Development Department  
<http://www.labormarketinfo.edd.ca.gov>  
 July 2014





# California Health Care Services Cluster

Percentage of Total County Employment, 2013



**Percentage of Employment in the Health Care Services Cluster**

- 2.1% - 6.0%
- 6.1% - 9.0%
- 9.1% - 11.0%
- 11.1% - 13.0%
- 13.1% - 15.7%

Workforce Investment Board Areas

Statewide: 9.9%

**Note: Some counties contain smaller WIB Areas.**

Alameda County includes:  
Oakland City WIB

Contra Costa County includes:  
Richmond WORKS Employment & Training

Santa Clara County includes:  
North Valley Consortium (NOVA)

Los Angeles County includes:  
Foothill Consortium  
Los Angeles City WIB  
Pacific Gateway Workforce Investment Network  
Southeast Los Angeles County Consortium (SELACO)  
South Bay Consortium  
Verdugo Consortium

Orange County includes:  
Anaheim WIB  
Santa Ana WIB

Data Sources:  
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:  
Labor Market Information Division  
California Employment Development Department  
<http://www.labormarketinfo.edd.ca.gov>  
July 2014



**Los Angeles Regional Planning Unit  
Regional Plan**

**Attachment II.a.**

***Workforce System Stakeholder Forums and Engagement Process:***

***List of Forums – Dates, Topics, Locations***



**Los Angeles Regional Planning Unit**  
**List of Regional Planning Public Input Forums Held in 2016**  
***Dates, Topics, Locations***

**Nov. 15, 2016**

**Verdugo WDB Forum #1**

*Topic: Pathways to the Middle Class*

Verdugo Jobs Center - America's Job Center of California (AJCC)

1255 S. Central Ave., Glendale, CA 91204

9AM - 11AM

**South Bay WDB Forum**

*Topics: Workforce System Accessibility and Workforce and Education Resources*

Hawthorne Memorial Center

3901 El Segundo Blvd.,

Hawthorne, CA 90250

(2PM - 5PM)

**Nov. 16, 2016**

**City of LA WDB Qtrly Meeting and Forum #1**

*Topic: Pathways to the Middle Class*

Goodwill Community Enrichment Center -Fletcher Square

3150 N. San Fernando Rd., LA, CA 90065

(10AM – Noon)

**Foothill WDB Forum**

*Topic: Workforce and Education Resources*

Foothill One Stop Career Center

1207 E. Green Street, Pasadena, CA 91106

(2PM – 5PM)

**Nov. 29, 2016**

**LA County WDB Forum #1**

*Topic: System Accessibility*

Gateway Cities West

South Gate Auditorium, 4900 Southern Ave, South Gate, CA 90280

(9:30AM – 11:30AM)

**Nov. 30, 2016**

**LA County WDB Forum #2**

Gateway Cities East

*Topic: Pathways to the Middle Class*

City of Santa Fe Springs Town Center Hall

11740 Telegraph Road

Santa Fe Springs, CA 90670

(9:30AM - 11:30AM)

**Los Angeles Regional Planning Unit  
List of Regional Planning Public Input Forums Held in 2016  
Dates, Topics, Locations**

**Dec. 1, 2016**

**LA County WDB Forum #3**

*Topic: Pathways to the Middle Class*

San Gabriel Valley West - Centro Maravilla Service Center  
4716 East Cesar E Chavez Ave  
Los Angeles, CA 90022  
(9:30AM - 11:30AM)

**City of LA WDB Forum #2**

*Topic: Career Pathways*

Boyle Heights Tech Center YouthSource  
1600 E 4th St, Los Angeles, CA 90033  
(4PM – 6PM)

**Dec. 5, 2016**

**Verdugo WDB Forum #2**

*Topic: Career Pathways*

Verdugo Jobs Center - America's Job Center of California (AJCC)  
1255 S. Central Ave., Glendale, CA 91204  
(9AM – 11AM)

**Dec. 6, 2016**

**LA County WDB forum #4**

*Topic: Career Pathways*

Santa Clarita City, The Centre  
20880 Centre Point Parkway  
Santa Clarita, CA 91351  
(9:30AM - 11:30AM)

**City of LA WDB Forum #3**

*Topic: System Accessibility*

Expo Center, Multi-Purpose Room  
3980 Bill Robertson Lane  
Los Angeles, CA 90037  
(2PM – 4PM)

**Dec. 7, 2016**

**SELACO WDB Forum**

*Topic: Career Pathways*

Downey Adult School Bldg. HPEC  
12340 Woodruff Ave.  
Downey, CA 90241

**Los Angeles Regional Planning Unit  
List of Regional Planning Public Input Forums Held in 2016  
Dates, Topics, Locations**

**L.A. County WDB Quarterly Board Meeting**  
Richard Slawson Southeast Occupational Center of LAUSD  
5500 Rickenbacker Rd  
Bell, CA 90201  
(11:30 AM – 1:30 PM)

**Dec. 8, 2016**

**Verdugo WDB Forum #3**  
*Topic: Industry Valued Credentials*  
Verdugo Jobs Center  
1255 S. Central Avenue, Glendale, 91204  
(9AM – 11AM)

**Foothill WDB Quarterly Board Meeting  
& Forum**  
*Topic: Industry Valued Credentials*  
Foothill One Stop Career Center  
1207 E. Green Street, Pasadena, CA 91106  
(1PM – 2PM)

**City of LA WDB Forum #4**  
*Topic: Workforce and Education Resources*  
Los Angeles LGBT Youth Center on Highland  
1220 Highland Ave, Los Angeles, CA 90038  
(3PM - 5PM )

**Dec. 9, 2016**

**LA County WDB forum #5**  
*Topic: Workforce and Education Resources*  
San Gabriel Valley East  
Hacienda La Puente Adult Education School  
14101 Nelson Ave, La Puente, CA 91746  
(9:30AM - 11:30AM)

**Dec. 13, 2016**

**LA County WDB forum #6**  
*Topic: Industry-Valued Credentials*  
Antelope Valley  
Palmdale City Hall  
Chimbole Cultural Center  
38350 Sierra Hwy, Palmdale, CA 93550  
(9:30AM - 11:30AM)

**Los Angeles Regional Planning Unit**  
**List of Regional Planning Public Input Forums Held in 2016**  
***Dates, Topics, Locations***

**City of LA WDB Forum #5 and  
Workforce Development Board Business Services & Marketing Committee Meeting**  
*Topic: Industry-Valued Credentials – Certifying Worker Skills and Competencies*  
Los Angeles Valley College  
Presidents Conference Room  
5817 Ethel Ave, Sherman Oaks, CA 91401  
*(2PM - 4PM)*

*A total of 19 regional planning public input forums were conducted in locations throughout the Los Angeles County*

**Los Angeles Regional Planning Unit  
Regional Plan**

**Attachment II.b.**

***Workforce System Stakeholder Forums and Engagement Process:***

***List of Individuals/Organizations Invited to Forums***





INDIVIDUALS / ORGANIZATIONS INVITED TO THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 Jurisdiction: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD

No.	Individual	First Name	Organization
1	Aguilera	Ruth	
2	Ahhaty	Walter	Southern California Indian Center
3	Ajemian	Zeth	Kaiser Permanente
4	Al-Hakim	Hanan	
5	Altepeter	Joe	
6	Alvarez	Margarita	
7	Anderson	Carolyn	
8	Anderson	Kevin	Los Angeles County CSSD
9	Anderson	Lisa	
10	Andrade	Henryetta	CCI
11	Andres	Lilia	
12	Arguello	Daniel R.	
13	Asis-Nakanishi	Daisy	
14	Baggao	Christina	
15	Bakewell	Pamela	City of Los Angeles Commission on Status of Women
16	Barajas	Phil	
17	Basmajian	Yolland	
18	Benbow III	Richard	
19	Blake	Elton	WLCAC
20	Blaylock	Catherine	South Bay WDB
21	Brannon	E. Felicia	UCLA External Relations
22	Bremond Weaver	Cherise	
23	Brenner	Mark	
24	Briscoe	Richmond	
25	Broughton	Linda	
26	Buckman	Shirin	City of Los Angeles Housing and Community Investment Dpt
27	Burgue	Grace	CA Department of Rehabilitation
28	Burton	Susan	
29	Bustillos	Raul	Bank of America
30	Cabral	Miguel	Metro
31	Campillo	Luis E.	

INDIVIDUALS / ORGANIZATIONS INVITED TO THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 Jurisdiction: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD

32	Castellanos	Ernie	Los Angeles County DPSS
33	Castello	Simon	
34	Castro	Yolanda	
35	Cervantes	Rushmore	City of Los Angeles Housing and Community Investment Dpt
36	Chardiet	Laura	LAUSD - Division of Adult Education
37	Chu	Gene	
38	Clements	Marjean	
39	Cooper	Christine	
40	Corona	Laura	
41	Corona	Veronica	CM Cleaning Solutions, Inc.
42	Corrin	Michael	
43	Costello	Simon	Los Angeles LGBT Center- Youth Center on Highland
44	Couch	Maria	
45	Crippens	David	DLC and Associates
46	Cummins	Byron	
47	D'Averso	Vincent	
48	Davis	Alex	
49	Davis	Shomari	
50	Dawson	Kevin	
51	Deleon	Romulo	
52	Difilippis	Tracy	
53	Dodd-Lyons	Yolanda	
54	Doi	Kerry	PACE
55	Dunn	Phillip	
56	Duran	Magdalena	El Proyecto del Barrio
57	Enany	Ahmed	SoCalBio
58	Englander	Councilmember	Los Angeles City Council
59	Estrada	Raul	
60	Fekadu	Haimanot	El Proyecto del Barrio
61	Flaks	David	Los Angeles Economic Development Corp
62	Forman	Adine	Hospitality Training Academy Los Angeles
63	Francis	Dennis	7-Eleven
64	Franklin	Victoria	Los Angeles Job Corps

INDIVIDUALS / ORGANIZATIONS INVITED TO THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 Jurisdiction: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD

65	Frausto	Marco	Iron Workers 416
66	Freire-Reyes	Mariella	City of Los Angeles Dept. of Aging
67	Fuentes	Jossimar	
68	Fuentes	Leonel	
69	Garcia	Ernie	
70	Garcia	Evelyn	
71	Gardner	Angela E.	
72	Garbay	Maribel	
73	Gat	Jonathan	
74	Gin	Garrett	Bank of America
75	Glass	David	
76	Glover	Myesha	Communications Workers of America
77	Glunt	Eric	
78	Goga	Daniela	City of Los Angeles Economic and Workforce Dev. Dept
79	Goldojarb	Bari	
80	Green	Ernest	
81	Guenther	Gail	Archdiocesan Youth Employment
82	Guerrero	Alex	
83	Guglielmo	Laura	City of Los Angeles Housing and Community Investment Dpt
84	Guillemet	Kimberley	City of Los Angeles Office of Mayor Eric Garcetti
85	Gulzar	May	
86	Guthrie	Douglas	Housing Commission City of Los Angeles
87	Gutierrez	Araceli	
88	Gutierrez	Araceli	
89	Gutierrez	Robert	Archdiocesan Youth Employment
90	Hendy_Anguiano	Carla	
91	Herrera	Joseph	AEG
92	Hill	Angela	
93	Hirano	Tamiko	
94	Hoang	Tina	
95	Holmes	Audrey	HomeBoy Industries
96	Hovhannisyan	Kristine	
97	Hung	Betty	Asian Pacific

INDIVIDUALS / ORGANIZATIONS INVITED TO THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 Jurisdiction: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD

98	Irish	Gregg	City of Los Angeles Workforce Development Board
99	Jacinto	Carmen	
100	Jack	Danielle	
101	Jackson	Belinda	Los Angeles Dept of Recreation and Parks
102	Jauregui	Ruben	
103	Jeffreys	Keith	
104	Johnson	Gregg	
105	Jonason	Yvonne	ETP
106	Jones	Venise	ResCare Workforce Services
107	Juarez	Drian	LA LGBT Center-Transgender Econ Empowerment Prog
108	Juriscic	Mark	International Longshore and Warehouse
109	Keipp	Mary	UCLA Community Based Learning
110	Kelsall	John	The Jonas Veterans Project
111	Kelsall	Teri	The Jonas Veterans Project
112	Kim	Moses	
113	King II	John	Housing Commission City of Los Angeles
114	Koontz	Stephanie	ResCare Workforce Services
115	Kuhnle	Adriana	California EDD
116	Lafayette	Danielle	
117	LeDesma Hern	Ruth	Beverly Oncology
118	Lee	Bruce	
119	Lee	Bruce	
120	Lee	Chris	City of Los Angeles Office of City Attorney
121	Lee	Jimmy	
122	Lee	Mary	
123	Levey	Alan	
124	Leyva	Henry	
125	Lightner	Barron	
126	Lopez Novodor	Ruth	Beverly Oncology
127	Loret de Mola	Nick	California Workforce Association
128	Lozofsky	Dina	BioCom
129	Macey	Vanessa	
130	Macias	Mireya	

INDIVIDUALS / ORGANIZATIONS INVITED TO THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 Jurisdiction: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD

131	Maebettcher	Talia	
132	Manning	Antonio	JP Morgan Chase
133	Manuel-Esguerra	Marie	
134	Marinoff	Mike	
135	Marquez	Abigail	
136	Martin	Angelica	YPI
137	Martin	Llanet	Los Angeles Community College District
138	Mata	Luis	City of Los Angeles Dept on Disability
139	Mauldin	Bronwyn	
140	McClenaham	Patrick	
141	McGhee	Carliss	
142	McSweyn	Alex	Los Angeles County DPSS
143	Medina	Luther	Sheet Metal Workers Local 105
144	Mendelsohn	Herb	Pollo West Corp
145	Mendelsohn	Michaela	Pollo West Corp
146	Mendoza	Adriana	
147	Mills	Regina	City of Los Angeles Office of City Attorney
148	Mims	Derrick	CA Assemblymember Reggie Jones-Sawyer
149	Min	Hotae	
150	Mir	Shafia	City of Los Angeles City Administrative Office
151	Mitchell	Olivia	City of Los Angeles Housing and Community Investment Dpt
152	Mizell-Burt	Jackie	Los Angeles County DPSS
153	Molina	Sarai	City of Los Angeles Economic and Workforce Dev. Dept
154	Moncada	Salvador	
155	Moore	Gloria	
156	Munoz	Justine	United Way of Los Angeles
157	Nava	Sally	
158	Ng	Johnson	PACE
159	Nieto	Maria	Los Angeles Area Chamber of Commerce
160	Ninburg	Rebecca	City of Los Angeles Commission on the Status of Women
161	Oganyan	Ripsime	
162	Ortega	Mary Rose	UTLA
163	Ortiz	Hugo	

INDIVIDUALS / ORGANIZATIONS INVITED TO THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 Jurisdiction: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD

164	Orum	Gail	Drew Medical Center
165	Pabon	Mario	
166	Pacheco	Emily	
167	Pacheco-Orozco	Jaime	
168	Paige	Pamela	Housing Commission City of Los Angeles
169	Pantoja	Ernesto	Laborers International Union of North America
170	Parker	Keith	UCLA Community Based Learning
171	Perez	Patricia	VPE Public Relations
172	Perez-Pacheco	Hector	Perez-Pacheco Consulting, Inc.
173	Perkins	Meredith	
174	Perry	Andrea	Cedars Sinai Medical Center
175	Perry	Donald	
176	Perry	Jan	City of Los Angeles Economic and Workforce Dev. Dept
177	Petterson	Donna	
178	Phillips	Kenn	Valley Economic Alliance
179	Phipps	Patricia	
180	Port	Jonathan	PermaCity Solar
181	Porter	Gordon	
182	Postigo	Jessica	
183	Potter	Julia	
184	Profaca	Luciana	
185	Pugh	Gayle	
186	Purtuas	Eddie	
187	Ramos	Cristina	
188	Rascon	Sergio	Laborers International Union of North America
189	Rattray	David	Los Angeles Area Chamber of Commerce
190	Reece	Carl	Reece Legal Search, Inc.
191	Robinson	Sonia	
192	Rohlfing	Eileen	California EDD
193	Roman	Maria	
194	Rose	Rhonda	Community Career Development, Inc.
195	Rossi	Melody	
196	Roussso	Alexa	

INDIVIDUALS / ORGANIZATIONS INVITED TO THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 Jurisdiction: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD

197	Saavedra	Johanna	
198	Saenz	Aaron	
199	Sainz	Robert	
200	Salazar	Alma	Los Angeles Area Chamber of Commerce
201	Salazar	Lisa	City of Los Angeles Office of Mayor Eric Garcetti
202	Salcedo	Bamby	TransLatina Coalition
203	Salcedo	Bamby	
204	Sanchez	Corinne	El Proyecto del Barrio
205	Sanchez	Peter	
206	Sanchez	Sandra	
207	Sanchez	Veronica	
208	Santana	Paola	Los Angeles Area Chamber of Commerce
209	Santora	T	Communications Workers of America
210	Sarah	Hyland	Los Angeles LGBT Center- Youth Center on Highland
211	Schultz	Nick	City of Long Beach (Pacific Gateway) WDB
212	Scoble	Margo	MCI Rehabilitation
213	Scoble	Margo	
214	Scoble	Margo	
215	Scoles	Will	California Dept of Rehabilitation
216	Seigel	Vivian	JVS
217	Sepulveda-Catanzarite	Estella	City of Los Angeles Economic and Workforce Dev. Dept
218	Serpas	Marcos	ResCare Workforce Services
219	Serrato	Erick	City of Long Beach (Pacific Gateway) WDB
220	Shapton	Carrie	Los Angeles Area Chamber of Commerce
221	Shelton	Sharon	
222	Sherwood	Michael	
223	Shinder	David K.	
224	Silva	Ernie	
225	Simon	Stephen	City of Los Angeles Dept on Disability
226	Simone	Yana	
227	Skiba	Lena	
228	Slingerland	Dixon	YPI
229	Sloss	Joyce	



INDIVIDUALS / ORGANIZATIONS INVITED TO THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 Jurisdiction: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD

230	Smallwood Cuevas	Lola	Los Angeles Black Workers Center
231	Smith	Craig	
232	Soriano Versora	Aquilina	
233	St. Thomas	Barbara	
234	Stark	Joseph	LAUSD - Division of Adult Education
235	Starr	Paula	Southern California Indian Center
236	Starr	Philip	MCI Rehabilitation
237	Stemp	Peter	
238	Suh	Alexandra	
239	Swanson	Elise	San Pedro Chamber of Commerce
240	Temple	Marsha	Integrated Recovery Network
241	Tokumaru	Jan	California Labor Federation
242	Torres	Joseph	
243	Torres	Rachel	
244	Torres Galancid	Alexander	
245	Trejo	Laura	City of Los Angeles Dept. of Aging
246	Trejo	Paula	
247	U.	Jeffery	
248	Uribe	Alberto	Community Career Development, Inc.:
249	Valdez	Wendy	
250	Valladares	Cesar	California EDD
251	Vasquez	Carlos	
252	Verches	Richard	
253	Villalolos	Bias	City of Los Angeles Office of Mayor Eric Garcetti
254	Vogel	Jan	
255	Volmos	Veronica	
256	Wage	Back	
257	Wallace	A	
258	Washington	Faye	YWCA of Los Angeles
259	Watanabe	Mike	
260	Watkins	Timothy	WLCAC
261	Wax	Shelley	
262	Weaver	Mary	Friends Outside

INDIVIDUALS / ORGANIZATIONS INVITED TO THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 Jurisdiction: CITY OF LOS ANGELES WORKFORCE DEVELOPMENT BOARD

263	Williams	Candy	
264	Williams	Larry	
265	Wilson	John	
266	Wilson	Mark	CRCD
267	Womack	Marguerite	JVS
268	Womack	Marguerite	
269	Woo	Charles	MegaToys, Inc.
270	Wynn	Michael	
271	Zakarain	Anna	Goodwill of Southern CA
272	Zamora	Ceri	
273	Zamorano	Luz	

IN ADDITION - Invitation to all Five Forums/Meetings were emailed to general memberships of:

Los Angeles Area Chamber of Commerce

Hollywood Chamber of Commerce

Invitation to Forums/Meetings were advertised on Hollywood Chamber of Commerce website, Los Angeles Area Chamber of Commerce Website, City of Los Angeles Economic and Workforce Development Dept. website, and the City of Los Angeles Workforce Development Board website.

Invitation to Forums/Meetings were promoted through Twitter accounts of City of Los Angeles Economic and Workforce Development Dept. Workforce Development Dept. and City of Los Angeles Workforce Development Board.



INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: **FOOTHILL WORKFORCE DEVELOPMENT BOARD**)

Individual	Last Name	First Name	Organization	Individual's Title (if known)
1	Allred	Jeff	San Gabriel Valley Economic Partnership	President & CEO
2	Arizmendi	Rachelle	City of Sierra Madre	Mayor
3	Carey	Tina	Amada Miyachi America, Inc.	Director, Administrative Services
4	Carter	Ron	The Carter Agency	Managing Director
5	Dallas	Carolyn	Kaiser Permanente	Manager, Youth Workforce
6	Davia	Salomon	Pasadena City College	Dean, Career & Technical Education
7	Delgado	Hector	Teamster Local Union No. 396	Business Agent / Political Coordinator
8	Dunphy	Matt	Southwest Carpenter Training Fund	Coordinator
9	Fasana	John	City of Duarte	Mayor
10	Fertig	Flint	Monrovia Unified School District	Director of Adult Education
11	Flores	Patricia	City of Hope	Sr. Director Talent Acquisition
12	Gutierrez	Steven	Rager's Abbey Flooring & Window Covering	Contract Manager
13	Hampton	Tyron	City of Pasadena	Councilmember
14	Helbing	Robert	Air Tr, Inc.	President
15	Hurd	Gene	UAW Local 509	President
16	Joe	Robert	City of South Pasadena	Councilmember
17	Lien	Daniel	Plaza Bank	Vice President, Sr. Relationship
18	McKnight	Denise	Department of Rehabilitation	Staff Services Manager I
19	McLain	Jennifer	City of Glendale	Principal Economic Development Officer
20	McWilliams	Betty	Foothill Unity Center, Inc.	Executive Director
21	Mejia	Alfredo	CIBA Real Estate	Broker
22	Mejia	Sandra	M & R Professional Services	Owner
23	Pancake	Laura	Pacific Clinics	Corporate Director
24	Selinske	Tom	FocusOut, LLC	Owner, CFO
25	Spicer	Larry	City of Monrovia	Councilmember
26	Tartaglia	Tony	SoCal Gas	Regional Affairs Manager
27	Tay	Sho	City of Arcadia	Councilmember
28	Templin	Jane	NECA/IBEW Electrical Training Institute	Outreach Director
29	Trainor	Brenda	Frontier Trail, Inc.	Vice Chair - President
30	Valladares	Cesar	EDD, Workforce Services	Deputy Division Chief
31	Wheeler	Laure	South Pasadena Chamber of Commerce	President/CEO



INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

Individual Last Name	First Name	Organization	Individual's Title (if known)
1 Citron	Lisa	(Out) Laws & Justice	
2 Gochez	Ernie	24 hour Fitness	
3 Elizalde	Hector	32nd District Congress	
4 Weinraub	Clarece	5 Keys Charter School	
5 Kirkland	Tarabu	A Place Called Home	
6 Anthony	Rachana	A Better LA	
7 Corbett	Kevin	A World Fit For Kids	
8 Govella	Andrew	A.G. Private Security	
9 Maltas	Lisa	ABF Frieght	
10 Morales	Miguel	Ability First	
11 Vela	Brenda	Abram Friedman Occupational Center	
12 Richman	Michael	Academy Awning	
13 House	Marneta	ACE, Reality	
14 Remmington	Ralph	Actors' Equity Association (AEA)	
15 Narh	Lisa	Adecco	
16 Cicone	Georgette	Adecco NA Vision Media Management	
17 Turnbull	Steve	ADI (Aerospace Dynamics Int'l.)	
18 Hebert	Lisa	Advanced Bionics	
19 Valenzuela	Jane	Advantage Solutions	
20 Mahon	Diane	Aerject Rocketdyne	
21 Sey	Elijah	Aerospace Dynamics International	
22 Aleman	Aduardo	Aerotek	
23 Gonzalez	Karla	Aerotek	
24 Fernandez	Stella	Aerotek at Lance	
25 Huerta	Brenda	Aflac	
26 O'Sullivan	Taro	AFL-CIO Community Services	
27 Bova	Steve	AFSCME	
28 Debbaudt	Marc	AFSCME	
29 Goff	Alice	AFSCME	
30 Jones	Gwendolyn	AFSCME	
31 Lee	Alan	AFSCME	
32 McKenna	Teddy	AFSCME	
33 Miller	Ralph	AFSCME	
34 Norwood	Karen	AFSCME	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

35	Orlowski	Charlie	AFSCME	
36	Robles	Eric	AFSCME	
37	Shanahan	Alan F.	AFSCME	
38	Spears	David	AFSCME	
39	Stone	Roy	AFSCME	
40	Waters	Ernest	AFSCME	
41	West	Judy	AFSCME	
42	Paul	Ben	After School All-Stars	
43	Ramirez	Oscar	Airbolt	
44	Manlove	Jennifer	Airgas	
45	Churchill	Keith	Allan Company	
46	Troper	Jonathan	Alliant University	
47	De los Reyes	Jennifer	Allied Barton Security Services	
48	De los Reyes	Jennifer	Allied Universal	
49	Adame	Carlos	Alta Med	
50	Duran	Alvaro	Altech Services, Inc.	
51	Garcia	David E.	Amalgamated Transit Union (ATU)	
52	Lindsay III	James B.	Amalgamated Transit Union (ATU)	
53	Rose	Rhonde	American Community Career Development Center	
54	Ferasat	Kastra	American Export Lines (AEL)	
55	Hearn	Bruce E	American Federation of Government Employees (AFGE)	
56	Hill	Lela	American Federation of Government Employees (AFGE)	
57	Acosta	John	American Federation of Musicians (AFM)	
58	Trombetta	Vincent	American Federation of Musicians (AFM)	
59	Wells	Tracy	American Federation of Musicians (AFM)	
60	Butler	Velma J.	American Federation of Teachers (AFT)	
61	Caputo-Pearl	Alex	American Federation of Teachers (AFT)	
62	Eichelberger	Aaron	American Federation of Teachers (AFT)	
63	Ford	Pamela	American Federation of Teachers (AFT)	
64	Gaer	Ray	American Federation of Teachers (AFT)	
65	Hamilton	Thomas	American Federation of Teachers (AFT)	
66	Huerta	Julio	American Federation of Teachers (AFT)	
67	Humphrey	Kitty	American Federation of Teachers (AFT)	
68	Kamei	Richard	American Federation of Teachers (AFT)	
69	Kay	Ken	American Federation of Teachers (AFT)	
70	Lowry	Susan	American Federation of Teachers (AFT)	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

71	McClatchey	Ethel	American Federation of Teachers (AFT)	
72	Medina	Jose	American Federation of Teachers (AFT)	
73	Mielke	David	American Federation of Teachers (AFT)	
74	Namala	Solomon	American Federation of Teachers (AFT)	
75	Pechthalt	Joshua	American Federation of Teachers (AFT)	
76	Rico	Laura	American Federation of Teachers (AFT)	
77	Siguenza	Ruben	American Federation of Teachers (AFT)	
78	Smith	Luukia	American Federation of Teachers (AFT)	
79	Tamayo	Rico	American Federation of Teachers (AFT)	
80	Waddell	Joanne	American Federation of Teachers (AFT)	
81	Wasserberger	Toni	American Federation of Teachers (AFT)	
82	William	Carl	American Federation of Teachers (AFT)	
83	Williams	Betty C.	American Federation of Teachers (AFT)	
84	Woff	Geotz	American Federation of Teachers (AFT)	
85	Wright	George	American Federation of Teachers (AFT)	
86	Zeman	Bill	American Federation of Teachers (AFT)	
87	Cocon	Jenny	American Guard Services	
88	Whitaker	Tiera	American Guard Services, Inc.	
89	Rosen	Steven	AMERICAN GUILD of Variety Artists	
90	Russum	John	American Guild of Musical Artists (AGMA)	
91	Dumas	Roy	American Postal Workers Union (APWU)	
92		Mary	American Postal Workers Union (APWU)	
93	Bolton	Bruce	American Radio Association (ARA)	
94	DiFiore	Rick	American Radio Association (ARA)	
95	Irwin	Jeff	American Radio Association (ARA)	
96	Marko	Alex	American Radio Association (ARA)	
97	Fegan-Walker	Ashley	American Red Cross Antelope Valley	
98	Tsunoda	Scott	AMS Fulfillment	
99	Dibini	Sally	Antelope Valley Adult School	
100	Bogna	Trish	Antelope Valley Partners for Health (AVPH)	
101	Bagmanian	Angela	Antelope Valley Senior Center, Community & Senior Services, County of Los Angeles	
102	Miller	Kelly	Antelope Valley Transit Authority	
103	McKinstry	Betsy	Antelope Valley Union High School District	
104	Sheridan	Matt	Antelope Valley Union High School District	
105	Radford	Steve	Antelope Valley Union High School District	
106	Vierra	Dr. David	Antelope Valley Union High School District	



INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

107	Despenza	Nadia	Antelope Valley Youth Build	
108	Clarke	Sarah	Aquafine	
109	Anneyan	Agavni	Archdiocesan Youth Employment Services	
110	Cox	Monsignor Gregory	Archdiocesan Youth Employment Services	
111	Gutierrez	Robert	Archdiocesan Youth Employment Services	
112	Penalosa	Rosa	Archdiocesan Youth Employment Services	
113	Daswatta	Jag	Ashley Furniture	
114	Daughton	Kimberly	Asian Youth Center	
115	Freidge	Michelle	Asian Youth Center	
116	Ramirez	Karla	Asian Youth Center	
117	Ranson	Ariel	Asian Youth Center	
118	Harris	Dante	Association of Flight Attendants (AFA-CWA)	
119	Vega	Nick	Athens Services	
120	Arriola	Marlyn	Aurora Charter Oak Hospital	
121	Cantwell	Stacy	Av Boys & Girls Club	
122	Steinberg	Ann	AV College	
123	Brown	Estefani	AV-Hispanic Chamber of Commerce	
124	Franco	Piucci	Axianta Financial Services-Santa Clarita	
125	Calzada	Javier	Aztecs Rising	
126	Ketza	Mary	Azusa Adult School	
127	Soriano	Daniel	Azusa Adult School	
128	Reta	Cathay	Azusa City Library	
129	Kaminski	Linda	Azusa Unified School District	
130	Lage	Jeff	B & B Manufacturing	
131	Smith	Alexis	Bak Industries	
132	Kerr	Dr. John	Baldwin Park Adult & Community Education	
133	Tornatore	Denise	Baldwin Park Adult School	
134	Valdez	Veronica	Bank of America	
135	Gutierrez	Andre	Baron HR	
136	Leyva	Henry	Barrio Planners Inc./LA Business Source	
137	Gutierrez	Emma	Bartz-Altadonna Community Health Center	
138	Michel	Albert	Bassett Adult School	
139	Rojas	Alex	Bassett Unified School District	
140	Shammim	Brandon	Beacon Management Group	
141	Chata	Victor	Behavioral Learning Center, Inc.	
142	Baker	Jamie	Being Alive	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

143	Luna	Maggies	Better 4 You Meals
144	Smallwood Cuevas	Lola	Black Worker Center
145	Logan	Calebe	Blue Livin Supports
146	Infante	Angela	Boeing
147	Lee	Dan	Border Security, Inc
148	Elzouki	Michael	Boston Scientific
149	Tompkins	Michael	Boyle Heights/East LA AJCC
150	Badgley	Ashley	Break The Cycle
151	Chiock	Enrique	Breathe California of Los Angeles County
152	Whitehead	Fonda	Bresee Foundation
153	Boggio	Chad	Bricklayers and Allied Craftworkers (BAC)
154	Whitney	Richard	Bricklayers and Allied Craftworkers (BAC)
155	Rutledge	Krystian	Bricks4Kidz
156	Maher	Lisa	Bridges Inc.
157	Johnson	Lisa	Brilliant Corners
158	Lopez	Ronald	Brownson House Catholic Charities Community Center
159	Barragan	Annabel	Buid LACCD
160	Barragan	Aida	Building Skills Partnership
161	Moreno	Yvonne	Business/Employers
162	Alas	Evelyn	BYD Bus and Coach
163	Goold-Haws	Leah	CA Community College Chancellor
164	Mallig	Jannet	CA Community College Chancellor
165	Prendiz	Cristal	CA Employment Development Depart.
166	BURTON	MICHAEL	California Highway Partol
167	Johnson	Dan	California Access Scaffolding
168	Meek	Blaine	California Association of Professional Employees (CAPE)
169	Sabrina	Joy	California Conservation Corps
170	Duarte	Mireya	California Conservation Corps (CCC)
171	Traktman	Laurie	California Conservation Corps Foundation
172	Wan-Chun	Chang	California Department of Rehabilitation
173	McIntyre	Kathy	California Manufacturing Technology Consulting
174	Ballo	Brady	California School Employees Association (CSEA)
175	Bribescas	Laura	California School Employees Association (CSEA)
176	Mancia	Ana	California School Employees Association (CSEA)
177	Nieto	John	California School Employees Association (CSEA)
178	Shimoda	Chris	California Trucking Association

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

179	Zardeneta	Robert	Calo Youth Build	
180	Martinez	Martha	Camp Challenger	
181	McCollum	Sherry	Career Care Institute	
182	MacGugan-Cassidy	Cinde	Catalina Business Services, Inc.	
183	Brain	Scott	Cement Masons' (OPCMA)	
184	Castleman	Tom	Cement Masons' (OPCMA)	
185	Cortez	Chuck	Cement Masons' (OPCMA)	
186	Haloma	Linda	Cement Masons' (OPCMA)	
187	Lopez	Simon	Central San Gabriel/ Pomona	
188	Delgado	Andrew	Century Ctr. For Economic Opp.	
189	Gomez	Bellegran	Cerritos College	
190	Real	Yannick	Cerritos College	
191	Reyes	Al	Child Support Services	
192	Maradiengue	Madeline	Children of the Night WOW Program	
193	Caceres	Candy	Childrens Institute, Inc.	
194	Manzano	Robert	CHP	
195	Graff-Weisner	Michael	Chrysalis	
196	Simpson	Lori	Chrysalis	
197	Milian	David	Chrysalis	
198	De La Torre	Anna	Cintas Corporation	
199	Christianson	Monica	Citrus College	
200	DeYoung	Marti	Citrus College	
201	Lancaster	Jim	Citrus College	
202	Graf	Ann	City of Azusa	
203	Green	Delmonsha	City of Compton Housing Authority	
204	Miller	Andrea	City of Covina	
205	Jimenez	Lilly	City of Covina Public Library	
206	Perez	Marco	City of LA Depart of Aging	
207	Dow	Chenin	City of Lancaster	
208	Nguon	Nate	City of Los Angeles Business Source/ PACE	
209	Molina	Sarai	City of Los Angeles- EWDD	
210	Jones	Trish	City Of Palmdale	
211	Mastroianni	Jaleen	City of Palmdale	
212	Johnson	Beverly	City of Pomona (Department of Housing/Rehabilitation Unit)	
213	Llerenas	Cynthia	City of Santa Clarita Community Services (Anti-Gang Task Force, Outreach and Neighborhood Services;	
214	Covet	Denise	City of Santa Clarita Economic Development	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

215	Monterrosa	Karla	City of Santa Clarita Economic Development	
216	Ross	Erin	City Year Los Angeles	
217	Delvasto	Felipe	Claremont Unified School District	
218	Burden	Jessica	Clifford Beers Housing Inc.	
219	Ward	Michelle	Clothes the Deal	
220	Slobodian	Cheryl	CMTC	
221	Gross	Larry	Coalition For Economic Survival Of Los Angeles	
222	Buck	Kay	Coalition To Abolish Slavery and Trafficking	
223	Bastine	Michael	College of the Canyons	
224	McFarland	Ron	College of the Canyons Applied Technologies Program	
225	Cordova	John	College of the Canyons Regional Director, Health Industry	
226	Hodge	Paula	College of the Canyons Regional Director, Information & Communication Tech / Digital Media	
227	Taccati	Cynthia	Comfort Keepers	
228	Demers	William L.	Communications Workers of America (CWA)	
229	Gibson	Greg W.	Communications Workers of America (CWA)	
230	Gifford	Joan	Communications Workers of America (CWA)	
231	Gonzales	Tony	Communications Workers of America (CWA)	
232	Ross	Steve	Communications Workers of America (CWA)	
233	Santora	T.	Communications Workers of America (CWA)	
234	West	Ellen	Communications Workers of America (CWA)	
235	Paz	Ursula	Community and Senior Services Adult Protective Services, Program & Planning Divison	
236	Blight	Reynold	Community Career Development	
237	Loza	Armando	Community Career Development	
238	Moore	Gloria	Community Career Development	
239	Wax	Shelley	Community Career Development	
240	White	Karl	Community Career Development	
241	Armanda-Blanca	Rosaria	Community Health Councils Inc.	
242	Fuller	Deshawn	Community Outreach and Opportunity Programs	
243	Calvin	Christopher	Compton Adult School (CUSD)	
244	Britton	Harvey	Consolidated Container	
245	Allen	Lamont	Cornerstone Solutions	
246	Spaeth	Melissa	Cornerstone Solutions INC	
247	Portillo	Claudia	Cornerstone Solutions, Inc	
248	Cosey	Robin	Crissair, Inc.	
249	Ybarra	Julio	CSBG Service Provider	
250	Rivera	Sandra	CSCA (California School Employees Association)	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

251	Montes	Veronica	Culver City Adult School	
252	LaRose	Dave	Culver City Unified School District	
253	Cardenas	Allison	DB Schenker, Inc. / LAX	
254	Williams	Aracely	Decton	
255	Dickinson	David	Delta Scientific	
256	Love	Sylvia	Department of Veterans Affairs	
257	Serrano	Jenny	Department of Family and Children Services (DCFS)	
258	Smith	Nancy	Department of Mental Health	
259	Kwok	Tony	Department of Public & Social Services (DPSS)	
260	Calvin	Deavron	Department of Public Social Services	
261	Che	Nathan	Department of Public Social Services	
262	Garza	Americo	Department of Public Social Services	
263	Luther	Evans	Department of Public Social Services	
264	Munoz	Wenceslao	Department of Public Social Services	
265	Pogosyan	Zhanet	Department of Public Social Services	
266	Santa Maria	Guillermo	Department of Public Social Services	
267	Sheryl	Spoiler	Department of Public Social Services	
268	Stringer	Vanetta	Department of Public Social Services	
269	Zuniga	Freddie	Department of Public Social Services	
270	Carrillos	Grizelda	Department of Public Social Services	
271	Chang	Wan-Chun	Department of Rehabilitation	
272	Diaz-Monreal	Erika	Department of Rehabilitation	
273	Godinez	Fernando	Department of Rehabilitation	
274	Herbert	Hiadeh	Department of Rehabilitation	
275	Hunt	Victoria	Department of Rehabilitation	
276	Kadlik	Patt	Department of Rehabilitation	
277	Ko Naing	Ko	Department of Rehabilitation	
278	Kuehn	June	Department of Rehabilitation	
279	Lazaro	Adrian	Department of Rehabilitation	
280	Luong	Jenny	Department of Rehabilitation	
281	M. Cazares	Jose	Department of Rehabilitation	
282	McIntyre	Maureen	Department of Rehabilitation	
283	Sanchez	Richard	Department of Veteran Affairs	
284	Jinzo	Elizabeth	Designated Exceptional Services of Independence (DESI)	
285	Tribby	Sandy	Diversity Business Solutions	
286	Nuss	Kathryn	Donaldson Aeronautical	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

287	Brumfield	Jaime	Donaldson Company	
288	Sue	Carrie-Ann	Dress for Success	
289	Dennis	Mike	East LA Community Corporation	
290	Torres	Eddie	East Los Angeles Chamber of Commerce	
291	Cantu	Laura	East Los Angeles College	
292	De La Cerda	Paul	East Los Angeles College	
293	Peak	Jessica	East Los Angeles College	
294	Coyne	Gail	East Los Angeles Community College	
295	Addler	Laurel	East San Gabriel Valley ROP	
296	Evans	Elia	East San Gabriel Valley ROP/TC	
297	Forest	Jeffrey	Economic and Workforce Development Division	
298	Nguyen	Vivien	EDD/ Unemployment, TAA, Veterans	
299	Rapp	Virginia	El Camino College	
300	Rodriguez	Stephanie	El Camino College	
301	Knight	Christine	El Monte/South El Monte Chamber of Commerce	
302	Rausch	Ken	El Monte/South El Monte Chamber of Commerce	
303	Kerr	Dr. Deborah	El Monte-Rosemead Adult School	
304	Sanchez	Corinne	El Proyector Del Barrio	
305	Garcia	Emilio	ELA Vet Center	
306	Gazzaniga	Anthony	Elevator Constructors (UEC)	
307	Agustin	Huerta	Employment Development Department	
308	Allevato	Denise	Employment Development Department	
309	Drummer	Paula	Employment Development Department	
310	Ervin	Larry	Employment Development Department	
311	Garcia	Rebecca	Employment Development Department	
312	Hernandez	Diana	Employment Development Department	
313	Holguin	Pete	Employment Development Department	
314	Hopkins	Nick	Employment Development Department	
315	James Reed-Williams	Prince	Employment Development Department	
316	Johnson	Leonard	Employment Development Department	
317	King	Olin	Employment Development Department	
318	Kuhnle	Adriana	Employment Development Department	
319	Ladao	Janie	Employment Development Department	
320	Lugo	Julia	Employment Development Department	
321	Rosa	Olaque	Employment Development Department	
322	Thompson	Melodi	Employment Development Department	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

323	Valladares	Cesar	Employment Development Department	
324	Allen	Loris	Employment Development Dept.	
325	Schulenburg	Cindy	Employment Development Dept.	
326	Milburn	John	Employment Training Institute (ETI)	
327	Jonason	Yvonne	Employment Training Panel	
328	Nelson	Terisa	ENTEGRITY Janitorial Services	
329	Decker	Michelle	EverFi	
330	Medina	Lorraine	Exact Staff	
331	Anderson	Matt	Executive Event Services	
332	Williams	RaChelle	Executive Service Corps Of Southern California	
333	Young	Carlos	Extended Stay America- Valencia Location	
334	Jimenez	Victoria	Fairplex	
335	Brown	Dean	FAME	
336	Nielsen	Michelle	Farmer John	
337	Clarke	Shayla	FedEx	
338	Williams	Sonia	FedEx	
339	Ponce	Sayaka	Field of Dreams	
340	Soto	Eugenia	Financial Opportunity Center	
341	Feeney	Sean	Firebaugh High School	
342	M. Diaz	Efrain	Five Keys Charter School	
343	Williams	Brian	Five Keys Charter School	
344	Renteria	Michelle	Five Keys Charter Schools	
345	Manz-Slaman	Debbie	Fleetwood Fibre	
346	Martinez	Efren	Florence Firestone Walnut Park Chamber	
347	Castro	Esther	Flying Food Group	
348	Madden	Deborah	FMI Aerostructures (Forrest Machining, Inc.)	
349	Harms	Suzanne	Food and Nutrition Act of 2008 Programs	
350	Dunn	Phillip	Foothill Workforce Development Board	
351	Romero	Raul	Foothill Workforce Development Board	
352	Harris	Judy	Footprints Around The World, Inc.	
353	Pell	Cleve	Ford Adult School	
354	Rodriguez	Johnny	Forever 21	
355	Lopez	Elba	Forrest machining	
356	Palmer	Carla	Foster Youth	
357	Wyatt	Meiissa	Foundation For Second Chances Inc.	
358	Williams	Abraham	Foundation For Successful Solutions-Project	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

359	Frazier	Bob	Frazier Aviation	
360	Weaver	Mary	Friends Outside	
361	Espino-Romero	Glady's	Future Transitions, Inc.	
362	Vidal	Gloria	GAIN Assessment	
363	Beare	John	Game Stop	
364	Maranon	Michelle	Gate Gourmet	
365	Paterson	Andrew	General Security Services	
366	Del Portillo	Ruben	Genesis ATC	
367	Davis	Gloria	Girls Club Of Los Angeles	
368	De Castro	Jean	GKN Aerospace	
369	Swinton	Jan	Glendale Community College (GCC)	
370	Summers	Rebecca	Glendora Unified School District	
371	Letourneau	Dr. Ron	Glendora Unified School District-Glendora Adult School	
372	Moore	Cherise	Golden Oaks Adult School	
373	Gutierrez	John	Goodwill of Southern California	
374	Kerr	Laura	Goodwill of Southern California	
375	Morgan	Joel	Goodwill of Southern California	
376	Rodriguez	Jessica	Goodwill of Southern California	
377	Teratonians	Adrineh	Goodwill of Southern California	
378	Del Gaudio	PJ	Greater Antelope Valley Economic Alliance	
379	Maevers	Kimberly	Greater Antelope Valley Economic Alliance	
380	Mills	Kevin	Greater LA Agency on Deafness	
381	Hayward	Melvin	H.E.L.P.E.R. Foundation	
382	Barragan	Martin	Hacienda La Puente	
383	Seccia	Jorge	Hacienda La Puente	
384	Sarabia	Elbia	Hacienda La Puente Adult Education, Dibble Campus	
385	Ruiz	Nancy	Hacienda La Puente Unified School District	
386	Parulan-Colfer	Cynthia	Hacienda La Puente Unified School District-Adult Education	
387	Rogan	Sean	HACOLA	
388	Smith	Catherine	Harbor Freight	
389	Leonard	Joseph	Heal One World	
390	Rangel	Veronica	Health Right 360	
391	Hernandez	Ernie	Healthcare Talent	
392	Gutierrez	Tom	Heat and Frost Insulators and Allied Workers (AWIU)	
393	Harrington	Emmett	High Desert Broadcasting	
394	Garibyan	Aileen	Hilview Mental Health Center	



INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

395	Diaz	Raul	Home Boy Industries	
396	Cornthwaite	Stephanie	Home Care Services	
397	Oregel	Yovani	Home for Life Athena	
398	Sanchez	Alex	Homies Unidos	
399	Barnard	Russell	Hospitality Industry Management Group	
400	Garcia	William	Housing Authority County of Los Angeles (HACOLA)	
401	Chung	Caroline	Housing Authority of the City of L.A.	
402	Guthrie	Douglas	Housing Authority of the City of Los Angeles	
403	Molo	Joelyn	Housing Authority of the City of Los Angeles	
404	Paige	Pamela	Housing Authority of the City of Los Angeles	
405	Gonzalez	Jannely	HRG Transport	
406	Duarte	Alex	Hub Cities Consortium	
407	Gomez	Joe	Hub Cities Consortium	
408	Gomez	Ofelia	Hub Cities Consortium	
409	Gonzalez	Anna	Hub Cities Consortium	
410	Martinez	Joe	Hub Cities Consortium	
411	Potter	Shelah	Hub Cities Consortium	
412	Rodriguez	Rita	Hub Cities Consortium	
413	Martinez	Jose	HUB Cities Youth Consortium	
414	La-Fianza	Javier	Hugh O'Brien Youth Leadership	
415	Connolly	Justin	Human Rights Watch-Southern California	
416	Cole	Tommy	IATSE	
417	Denne	Bob	IATSE	
418	Hodge	Myrel	IATSE	
419	Hulett	Steven	IATSE	
420	Ianaccone	Bob	IATSE	
421	Marley	Peter	IATSE	
422	Medina	Sergio	IATSE	
423	Nelson	Matthew	IATSE	
424	Pawluc	Anthony	IATSE	
425	Perez	Salvador	IATSE	
426	Poster	Steven	IATSE	
427	Raleigh	Bill	IATSE	
428	Reeves	Greg	IATSE	
429	Repola	Cathy	IATSE	
430	Roth	Scott	IATSE	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

431	Schunke	Rick	IATSE	
432	Seward	Mary	IATSE	
433	Simon	Leslie	IATSE	
434	Stone	Linda	IATSE	
435	Brinkmeyer	William	IBEW	
436	Chavarria	Henry E.	IBEW	
437	Clay	David	IBEW	
438	D'Arcy	Brian	IBEW	
439	Kropke	Marvin	IBEW	
440	Lavin	Patrick	IBEW	
441	Ocasio	Elain	IBEW	
442	Reynoso	Rick	IBEW	
443	Davis	Shomari	IBEW Local Union No. 11	
444	Templin	Jane	IBEW/NECA Electrical Inst.	
445	Ortiz	Maegan	IDEPSCA	
446	Bryan	Floyd	ILWU	
447	Robles	Fabiola	InClusion Services	
448	Vu	Mai	Independence Financial & Ins. Svcs	
449	Abram	Karen	Inland Valley Hope Partners	
450	Maravilla	Dennis	Inner City Education Foundation	
451	Steward	Clay	Inner-City Arts	
452	Ortiz	Maegan	Institute Of Popular Education Of Southern California	
453	Olsen	Steven	Inter-Con Security	
454	Altman	James	International Association of Fire Fighters (IAFF)	
455	Cole	John "Britt"	International Association of Fire Fighters (IAFF)	
456	Gillutte	Dave	International Association of Fire Fighters (IAFF)	
457	Gomez	Daniel	International Association of Fire Fighters (IAFF)	
458	McDonald	Mike	International Association of Fire Fighters (IAFF)	
459	McGowan	Patrick	International Association of Fire Fighters (IAFF)	
460	Mora	Robert	International Association of Fire Fighters (IAFF)	
461	Pritchard	Rex	International Association of Fire Fighters (IAFF)	
462	Sanchez	Richard	International Association of Machinists (IAM)	
463	Sifuentes	Ruben	International Association of Machinists (IAM)	
464	Sweeney	Nancy	International Association of Machinists (IAM)	
465	Thomas	James	International Association of Machinists (IAM)	
466	Greco	David	International Documentary Association	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

467	Gonzalez	Sylvia	International Institute of Los Angeles	
468	Waggoner	William C.	International Union of Operating Engineers (IUOE)	
469	James	Stephen	International Union of Police Associations (IUPA)	
470	Keeble	Hart	Ironworkers	
471	Arnold	Pam	ITT Control Technologies	
472	Kopp	Lisa	Jack in the Box	
473	Finkel	Claudia	Jewish Vocational Services	
474	Rodriguez	Anthony	Jewish Vocational Services	
475	Santiago	Josefina	Jewish Vocational Services	
476	Womack	Marguerite	Jewish Vocational Services	
477	Ybarra	Julio	Jewish Vocational Services	
478	Vargas	Christian	Jiffy Lube	
479	Boyle	Fr. Greg	Jobs For A Future/Homeboy Industries	
480	Watchell	Wendy	Joseph Drown Foundation	
481	Tapi	Jerry	Jovenes	
482	Marchetti	Andrea	Jovenes Inc.	
483	Santiago	Josefina	JVS	
484	Cho	Sandy	Kaiser Permanente	
485	Marti	Patrick	Kelly Services	
486	Nespole	Linda	KINKISHARYO International, LLC	
487	Blake	Emily	L.A. Area Chamber of Commerce	
488	Valenzuela	Frances	L.A. CADA - Custody Re-entry Prog	
489	Navarro	Juan	L.A. CADA - Rehabilitation D & A	
490	Davis	Alex A.	L.A. City College	
491	Mora	Fabiola	L.A. City College	
492	Eder	David	L.A. City Workforce Development Board	
493	Irish	Gregory	L.A. City Workforce Development Board	
494	Robles	Lucia F.	L.A. Community College District	
495	Carrillo	Corde	L.A. County Community Development Commission	
496	Flaks	David	L.A. County Economic Development Corporation	
497	Hernandez	George	L.A. County Economic Development Corporation (LAEDC)	
498	Peterson	Joanne	L.A. County Metropolitan Transportation Authority	
499	Siricut	Dianne	L.A. County Metropolitan Transportation Authority	
500	Campos	Janet-Juarez	L.A. County Office of Education	
501	Carpio	Raul	L.A. County Office of Education	
502	Haro	Christine	L.A. County Office of Education	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

503	Magnaramus	David	L.A. County Office of Education
504	Bible	Kalitia	L.A. County Probation Department
505	Cindy	Chang	L.A. County Probation Department
506	Salveson	Jennifer	L.A. County Probation Dept.
507	Zeigler	John	L.A. County Public Works
508	Allen	Jennifer	L.A. County Sanitation Districts
509	Anderson	Kevin	L.A. County Workforce Development, Aging and Community Services
510	Andres	Lilia	L.A. County Workforce Development, Aging and Community Services
511	Brookins	Tony	L.A. County Workforce Development, Aging and Community Services
512	Carbajal	Rafael	L.A. County Workforce Development, Aging and Community Services
513	Cerdas	Maria	L.A. County Workforce Development, Aging and Community Services
514	Cole-Robles	Cynthia	L.A. County Workforce Development, Aging and Community Services
515	Cortes	Cesar	L.A. County Workforce Development, Aging and Community Services
516	Dubie-Uribe	Maritza	L.A. County Workforce Development, Aging and Community Services
517	Garcia	Liliana	L.A. County Workforce Development, Aging and Community Services
518	Gonez	Alex	L.A. County Workforce Development, Aging and Community Services
519	Gonzalez	Sandra	L.A. County Workforce Development, Aging and Community Services
520	Hamilton	Sandra	L.A. County Workforce Development, Aging and Community Services
521	Harris	Jeremy	L.A. County Workforce Development, Aging and Community Services
522	Lopez	Henry	L.A. County Workforce Development, Aging and Community Services
523	Manriquez	Suzanne	L.A. County Workforce Development, Aging and Community Services
524	Marquez	Josie	L.A. County Workforce Development, Aging and Community Services
525	Michel	Andrea	L.A. County Workforce Development, Aging and Community Services
526	Molina-Aviles	Martha	L.A. County Workforce Development, Aging and Community Services
527	Murailles	Mario	L.A. County Workforce Development, Aging and Community Services
528	Ollague	Louisa	L.A. County Workforce Development, Aging and Community Services
529	Payne	Cheren	L.A. County Workforce Development, Aging and Community Services
530	Pelayo	Irene	L.A. County Workforce Development, Aging and Community Services
531	Ramirez	Liliana	L.A. County Workforce Development, Aging and Community Services
532	Robinson	Gregory	L.A. County Workforce Development, Aging and Community Services
533	Rollins	Verletta	L.A. County Workforce Development, Aging and Community Services
534	Ruiz	Manuel	L.A. County Workforce Development, Aging and Community Services
535	Schwartz	Brian	L.A. County Workforce Development, Aging and Community Services
536	Setian	Greta	L.A. County Workforce Development, Aging and Community Services
537	Solorzano	Otto	L.A. County Workforce Development, Aging and Community Services
538	Soto	Sylvia	L.A. County Workforce Development, Aging and Community Services

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

539	Te	Sharla	L.A. County Workforce Development, Aging and Community Services
540	Verches	Richard	L.A. County Workforce Development, Aging and Community Services
541	Zavala	Liza	L.A. County Workforce Development, Aging and Community Services
542	Valenzuela	Noe	L.A. Family Housing
543	Alvarez-Webb	Louraine	L.A. Gauge
544	Lopez	Priscilla	L.A. Harbor College
545	Sanches	Sandra	L.A. Harbor College
546	Peng	Jennifer	L.A. Job Corps Center
547	Juarez	Drian	L.A. LGTBQ Center
548	Ceravolo	Allen	L.A. Mission
549	Hobbs	Mark	L.A. Mission College
550	Hodge	Rick	L.A. Southwest College
551	Lewenberg	Lisa	L.A. Southwest College
552	Barajas	Leticia	L.A. Trade Technical College
553	Wilson	Marcia	L.A. Trade Technical College
554	Chotiner	Dana	L.A. Valley College
555	Nalepa	Laurie	L.A. Valley College
556	Hari	Joe	L.A. Voice-Pico
557	Johnson	Belma	L.A.'s Best
558	M. Robles	Denise	LA CAUSA Youth Build
559	Boynton	Jeff	La Mirada - City Mgr.
560	Dahl	Dustin	La Mirada Chamber of C.
561	Miller	Ron	LA/OC Building Trades
562	Garcia	Veronica	Labor Ready
563	Baker	Debra	Laborers (LIUNA)
564	Esparza	Armando	Laborers (LIUNA)
565	Inman	Thomas	Laborers (LIUNA)
566	Jones	Gary	Laborers (LIUNA)
567	Preciado	Jon P	Laborers (LIUNA)
568	Rascon	Sergio	Laborers (LIUNA)
569	Sanillan	Pedro	Laborers (LIUNA)
570	Switzer	Stephen	Laborers (LIUNA)
571	Machuca	Bob	LAEDC / San Gabriel Valley Economic Partnership
572	Serrano	Maria	Lancaster Chamber
573	Monroe	Joseph	Lantz Security
574	Pugh Lashawna	Officer	LAPD

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
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575	Soto	Joseph	Latino Resource Organization	
576	Sanchez	Grace	Learn4life	
577	Yoshiba-Marzon	Susan	LeFiell	
578	Garcia	Jaqueline	Lisi Aerospace	
579	Clay	Pamela	Living Advantage	
580	Portzen	Brenda	Lockheed Martin	
581	Friez	Dana	Long Beach City College	
582	Gonzales	David	Long Beach City College	
583	Davis	Matthew	Long Beach Job Corps	
584	Harris	Shiela	Long Beach Job Corps	
585	David	LaVerne	Long Beach Transit	
586	Jitahidi	Kokayi	Long Beach Transit	
587	Barrera Castanon	Luis	Los Angeles Alliance For A New Economy	
588	Small	Lisa	Los Angeles Area Chamber of Commerce	
589	Thompson	Larry	Los Angeles Area Chamber of Commerce	
590	Brous	Devorah	Los Angeles Area Chamber of Commerce	
591	Butts	Wendy	Los Angeles Area Chamber of Commerce	
592	Moore	Daina	Los Angeles Area Chamber of Commerce	
593	Hicks	Rusty	Los Angeles Area Chamber of Commerce	
594	Walker	Ernest	Los Angeles Area Chamber of Commerce	
595	Moriguchi	Brian	Los Angeles County Probation Department	
596	Galvigan	Michael	Los Angeles County Professional Peace Officers Association	
597	Cox	William	Los Angeles County Title V, SCSEP	
598	Ferrar	Cathy	Los Angeles Job Corps	
599	Louden	Joyce	Los Angeles Job Corps	
600	Williams	Fred	Los Angeles Job Corps	
601	Izen	Tyler	Los Angeles Job Corps	
602	Chardlet	Laura	Los Angeles Police Protective League	
603	Meier	Oscar	Los Angeles Unified School District	
604	Brashear	Donna	Los Angeles Unified School District -Adult & Career Ed.	
605	Sanchez	Sandra	Los Angeles Unified School District, Division of Adult and Career Education	
606	Bambi	Smith	Lowes	
607	Miller	Deola	Lynwood Adult School	
608	Gothold	Paul	Lynwood High School	
609	Ramos	Fee	Lynwood Unified School District	
610	Bowers	Randy	Magaya	
			Malaga Bank	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

611	Buchanan	Amber	Managed Career Solutions	
612	Calderon	Claudia	Managed Career Solutions	
613	Checca	Sergio	Managed Career Solutions	
614	Markaryan	Ripsime	Managed Career Solutions	
615	Starr	Phillip	Managed Career Solutions	
616	Garcia	Yasmin	ManPower	
617	Godoy	Veronica	Mayor Logistics	
618	Godoy	Veronica	Mayor Logistics, Inc.	
619	Ruiz	Henry	Mayor Logistics, Inc.	
620	Soto	Veronica	Meet Each Need with Dignity	
621	Cook	Renee	Mental Health Advocacy Services Inc.	
622	Skinner	Lauren	METRO Rider Relief Transportation Program	
623	Rufino	Claudia	Mexican American Opportunity Foundation	
624	Russell	John	Monrovia Unified School District	
625	Fertig	Flint	Monrovia Unified School District-Monrovia Community Adult School	
626	Brendzal	Kathy	Montebello Unified School District, Department of Adult Education	
627	Arvizu	Norma	Monterey Park Monterey Library	
628	Smith	Joyce	Motivating Our Students Through Experience (MOSTE)	
629	Arballo	Madelyn	Mt San Antonio College	
630	Blake-Judd	Jemma	Mt San Antonio College	
631	Sanchez	Lori	Mt San Antonio College	
632	Malmgren	Dr. Irene	Mt. San Antonio Community College District	
633	Choi	Pamela	National Air Traffic Controllers Association (NATCA)	
634	Foote	Michael	National Air Traffic Controllers Association (NATCA)	
635	Morales	Victor	National Air Traffic Controllers Association (NATCA)	
636	Odle	Scott	National Air Traffic Controllers Association (NATCA)	
637	Smith	David	National Air Traffic Controllers Association (NATCA)	
638	Velasquez	Richard	National Air Traffic Controllers Association (NATCA)	
639	Brookins	Calvin	National Air Traffic Controllers Association (NATCA)	
640	Brown	Lawrence	National Association of Letter Carriers (NALC)	
641	Gorman	Daniel	National Association of Letter Carriers (NALC)	
642	Trpcic	Joseph	National Association of Letter Carriers (NALC)	
643	Jain	Surabhi	National Council de la Raza	
644	Leavitt	Cristina	National Guard	
645	Cowan	Eddie	National Postal Mail Handlers Union (NPMHU)	
646	Smith	Gregory	National Technical Systems	

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(Jurisdiction: Los Angeles County)

647	Ordonez	William	Natures Image	
648	Amos	Glenna	NAVA	
649	Pruett	Shaun	New Directions for Veterans	
650	Guzman	Paul	New Opportunities Charter School	
651	Dautian	Armine	New York Life	
652	Keys	Craig	Nextaid	
653	Rivera	Debbie	NFI Industries	
654	Allen, Jr.	Walter	Office and Professional Employees (OPEIU)	
655	White-Brown	Jacqueline	Office and Professional Employees (OPEIU)	
656	Naranjo	German	Old Dominion Freight Line, Inc.	
657	Fuller	Anthony	Olympic High School	
658	Hawkins	Joseph	One National Gay and Lesbian Archives	
659	Kumar	Anna	OPEs Financial	
660	Prince	Michele	Our House Los Angeles	
661	Do	Swann	PACE	
662	Diangini	Nicole	PACE Business Development Center	
663	Pacheco	Victor	Pacheco Services Inc.	
664	Ramirez	Eric	Pacific Protection	
665	Reid	Quincy	Pacoima City Hall- Felipe Fuentes Office	
666	Fernandez	Jesus	Painters & Allied Trades D.C. #36	
667	Alzugaray Butler	Claudia	Painters and Allied Trades (IUPAT)	
668	Dunleavy	James	Painters and Allied Trades (IUPAT)	
669	Hines	Larry	Painters and Allied Trades (IUPAT)	
670	Lessin	Robert	Painters and Allied Trades (IUPAT)	
671	Mccormick	Ray	Painters and Allied Trades (IUPAT)	
672	Mitchell	Grant	Painters and Allied Trades (IUPAT)	
673	Ramos	Vince	Painters and Allied Trades (IUPAT)	
674	Smith	Robert	Painters and Allied Trades (IUPAT)	
675	Turner	Kim	Painters and Allied Trades (IUPAT)	
676	Zagajski	Wiley	Painters and Allied Trades (IUPAT)	
677	Ocampo	Gloria	Para Los Ninios	
678	Rodriguez	Ramon	Paragon Systems	
679	King	Jerry	Paramount Adult School	
680	Lemons	Peggy	Paramount Chamber of C.	
681	Perez	Dr. Ruth	Paramount Unified School District	
682	Davila	Salomon	Pasadena City College (PCC)	



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683	Turner	Sheryl	Pasadena Youth Build	
684	Cejas	Angelica	PATH	
685	Rivas	Kristina	Paving The Way	
686	Basteris	Mayra	PCC Community Education Center	
687	Gorman	Jennifer	Penny Lane	
688	Watts	Jonae	People Assisting The Homeless (PATH)	
689	Cole	Nigel	People for Community Improvement	
690	Jones	Kenneth	People For Community Improvement	
691	Bobadilla	Rene	Pico Rivera - City Mgr.	
692	Sevilla	George	Pico Rivera Chamber of C.	
693	Flowers	Mike	Pierce College	
694	Cook	Gary	Pipe Trades (UA)	
695	Diaz	Vincent	Pipe Trades (UA)	
696	Jenkins	Ken	Pipe Trades (UA)	
697	Layton	Michael	Pipe Trades (UA)	
698	Vasquez	Rick	Pipe Trades (UA)	
699	Vasquez, Jr.	George	Pipe Trades (UA)	
700	Valdivia	Jaime	Piping Industry Progress & Education Trust Fund	
701	Buelna	Gabriel	Plaza Community Center	
702	Garcia	Marissa	Point Broadcasting LLC	
703	Frausto	Erica	Pomona Chamber of Commerce	
704	Gonzales	Frank	Pomona Chamber of Commerce (Ambassador)	
705	Cicco	Jan	Pomona Continuum of Care	
706	Medina	Enrique	Pomona Unified School District	
707	Shea	Sandra	Pomona Valley Hospital Medical Center	
708	Mahakian	Russell	Ports America	
709	Garzon	Hayfee	Pride Industries	
710	Chavez	Felipe	Primerica	
711	Sykes	Edward	Probation	
712	Lang	Laurie	Project Angel Food	
713	Twedell	Brigitte	Project New Hope	
714	Sanchez	Cynthia	Provecto Pastoral	
715	Fitch	Lisa	PVJobs	
716	Hangafarin	Kouroush	Quantum Transportation	
717	Le	Hanh	Quest Diagnostics	
718	Moore	Patricia	Radison Hotel Whittier	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

719	Klopp	Brandt	RAH Industries	
720	Fey	Alex	Read To A Child Los Angeles	
721	Friedman	Irene	Regent Aerospace	
722	Melanson	Wayne	Remo, Inc.	
723	Cons	Manuel	ResCare	
724	Aceves	Claudia	ResCare East Los Angeles AJCC	
725	Rodriguez	Jessica	Revolution Foods	
726	Calderon	Sergio	Richard N. Slawson Southeast Occupational Center	
727	Castaneda	Arely	Rio Hondo College	
728	Dreyfuss	Teresa	Rio Hondo College	
729	Schilling	Joanna	Rio Hondo College	
730	Slavich	Mike	Rio Hondo College	
731	Castaneda-Calleros	Russel	Rio Hondo Community College	
732	Stear	Eileen	Rio Hondo Region Adult Education Consortium	
733	Delahousie	Dave	Rio Tinto Minerals	
734	Kennedy	Tracy	Ronin Group Origins	
735	Smith	Cliff	Roofers and Waterproofers	
736	Lou	Antoinette	Rose Hills Memorial Park	
737	Jan	Ray	Rosemead Chamber of Commerce	
738	Bettar	Rocky	Rowland Adult and Community Education	
739	Flores	Alejandro	Rowland Unified School District	
740	Rodzinek	Tatiana	Russian Advisory Board	
741	Morden Kichaven	Ilyanne	SAG-AFTRA	
742	Anderson	Lisa	Salvation Army Haven	
743	Paetz	Eddie	San Gabriel Community Hospital	
744	Oaxaca	Daniel	San Gabriel Valley CC YouthBuild	
745	Cortez	E	San Gabriel Valley Civic Alliance	
746	Ortega	JJ	San Gabriel Valley Conservational Corps	
747	Yanez	Michelle	San Gabriel Valley Economic Partnership	
748	Crawford	Jason	Santa Clarita	
749	Aaver	Keri	Santa Clarita America's Job Center of California	
750	Baucio	Lois	Santa Clarita Valley Chamber of Commerce	
751	Schroeder	Holly	Santa Clarita Valley Economic Development Corporation	
752	McCormack	Thaddeus	Santa Fe Springs - City Mgr.	
753	Fink	Kathie	Santa Fe Springs Chamber of C.	
754	Ryan	Joyce	Santa Fe Springs City Library	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

755	Ramos	Patricia	Santa Monica College	
756	Jeffery	Dr. Kathryn	Santa Monica Community College District	
757	LeBlanc	Erica	Santa Monica Community College District	
758	Lyon	Sandra	Santa Monica-Malibu Unified School District	
759	Belanco	Mario	SASSFA Board-BD. Of Sup.- Dist. 1	
760	Avila	Andrea	SASSFA Board-BD. Of Sup.- Dist. 4	
761	Mowles	Lawrence	SASSFA Board-City of La Mirada	
762	Tercero	Brent	SASSFA Board-City of Pico Rivera	
763	Rounds	William	SASSFA Board-City of SFS	
764	Vinatieri	Joseph	SASSFA Board-City of Whittier	
765	Lopez	Lorena	Schneider Trucking	
766	Watkins	John	SCORE	
767	Galdamez	Mario	SCRS	
768	Quinones	Celica	Second District Assistant Deputy	
769	Ayala	Yvonne	Securitas	
770	Perez	Monique	Securitas	
771	Williams	John	Securitech	
772	Juarez-Lee	Maria	Security Defense	
773	Batiste	Gayle	SEIU	
774	Boon	Evelyn	SEIU	
775	Butler	Laphonza	SEIU	
776	Garcia	Sandra	SEIU	
777	Gonzalez	Charlene	SEIU	
778	Jimenez	Arianna	SEIU	
779	Schoonover	Bob	SEIU	
780	Secrest	Deleon	SEIU	
781	Torres	Barbara	SEIU	
782	Valenzuela	Rich	SEIU	
783	Walker	Yvonne R.	SEIU	
784	Castro	Yolanda	SELACO Workforce Development Board	
785	Rivas	Lorraine	Senior Aerospace SSP	
786	Gonzales	Esteban	SER-Jobs for Progress	
787	Allen Dieson	Scott	SER-Jobs For Progress, Inc	
788	Lee	Linh	SGV Regional Center	
789	Medina	Luther B.	Sheet Metal/Air/Rail/Transportation (SMART)	
790	Logan	Kelly	Silhouettes for Vets	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

791	Ponce	Joey	Six Flags, Magin Mountain, LLC.	
792	Porter	Lacheryl	Skid Row Housing Trust	
793	Kapoor	Sanjeev	SKM Industries	
794	Orta	Natalie	Small Business Administration Programs	
795	Grooms	Catherine	Small Business Development Center	
796	Pallay	Richard	Small Business Finance	
797	Magallanes	Tony	So. Ca. Heat & Frost Insulators	
798	Clark	Lance	So. Ca. Sheet Metal JATC	
799	Connell	LeAnn	SoCal Gas	
800	Verduzco-Vega	Erick	South Bay Latino Chamber of Commerce	
801	Vogel	Jan	South Bay Workforce Investment Board	
802	Atkins	Tracy	South Bay Workforce Investment Board / STEP/TSE	
803	Tenorio	Genesis	South Central Lamp	
804	De Leon	Francisco	South East Area Social Services Funding Authority	
805	Hernandez	Lizbeth	South East Area Social Services Funding Authority	
806	Hunt	Linda	South East Area Social Services Funding Authority	
807	Kain	Kirk	South East Area Social Services Funding Authority	
808	Monreal	Art	South East Area Social Services Funding Authority	
809	Uribe	Alberto	South Los Angeles /Compton	
810	Bond	Anna	South Valley/ Veterans Program	
811	Fortuno	Caroline	Southbay WIB - TSE	
812	Zaldivar Motts	Cesar	Southeast Community Development Corporation	
813	Wilburn	Gail	Southern California Counseling Center	
814	Driscoll	Karen	Southern California Education Fund	
815	Paula	Starr	Southern California Indian Center, Inc.	
816	Carlos Garcia	Juan	Special Needs Network	
817	Sesay	Maryam	St. Annes Home	
818	Acosta-Gonzalez	Gilda	St. Francis Hospital	
819	Emelle	Michelle	St. Joseph Center	
820	Chavira	Xochilt	Staffing Network	
821	Perez	Jullus	Starbucks	
822	Chappell	Brandy	Starbucks / Leaders up	
823	Ortiz	Hugo	Starbucks / Leaders up	
824	Cervantes	Cesar	State Assembly	
825	Clark	April	State Farm	
826	Thornton	Gwendolyn	State of California Employment Development Department (Veterans Program)	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

827	Lubell	Scott	Stratasys	
828	Inzunza	Myriam	Strategic Actions For A Just Economy (SAJE)	
829	Walton	Larry	Subway	
830	Magtesian	Vahan	Super King Markets	
831	Villegas	Frances	Systems Services of America	
832	Thomas	Lety	Target	
833	Cammack	Randy	Teamsters	
834	Cammack	Randy	Teamsters	
835	Cooper	Phil	Teamsters	
836	Dayan	Steve	Teamsters	
837	Griswold	Chris	Teamsters	
838	Lennox	Bob	Teamsters	
839	Lopez	Ernie	Teamsters	
840	Middleton	Rick	Teamsters	
841	Tate	Eric	Teamsters	
842	Whitmer	Raymond	Teamsters	
843	Castillo	Gilbert	Teamsters Horsemen	
844	Camacho	Pablo	Teamsters Local 848	
845	Lunde	Monty	Technifex	
846	Harris	Krystal	Teen Line On-Line	
847	Guerra	Yesenia	TELACU Upward Bound	
848	Medina	Sabrina	Temper Sealy	
849	Ross	Robert	The California Endowment	
850	Parvizi	Emma	The Cheesecake Factory	
851	Joyce	Christina	The Hero Initiative	
852	Anderson	Berit	The Posse Foundation	
853	Vega	Franco	The Right Way Foundation	
854	Marshall	Donna	The Salvation Army	
855	Smith	Charles	The Salvation Army	
856	Lewis	Julie	The Salvation Army Alegria	
857	Souza	Carlos	The Salvation Army Corps - Community Center	
858	Alton	Tara	The Wildwoods Foundation	
859	Roberson	Les	Ticket to Work	
860	Panel	Kevin	Tierra Del Sol	
861	Glidner	Cheryle	Tom & Glasser	
862	Valencia	Rosemary	Trade Adjustment Act (TAA)	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

863	Hernandez	Anna	Transdev	
864	Diaz	Donna	Transdev Corporation	
865	Sutton	Andre	Transport Workers Union (TWU)	
866	Zerpoli	Tracie	Tri-Cities ROP	
867	Garcia	Rosie	Trillium Drivers	
868	Gomez	Eugene	Trillium Drivers	
869	Navarrete	Stacey	Trojan Battery Company	
870	Kissinger	Derek	U.S. Department of Housing and Urban Development (HUD)	
871	Nelson	Maria	Unemployment Compensation	
872	Davis-Walker	Kitty	Union Rescue Mission	
873	Walsh	Tom	UNITE HERE	
874	Rambeau	David	United American Indian Involvement Inc.	
875	Garcia	Al	United American Indian Involvement	
876	Klemchuk	Stan	United Automobile Workers (UAW)	
877	Marshall	Homer	United Automobile Workers (UAW)	
878	Lima	Frank	United Firefighters of Los Angeles City	
879	Grant	John	United Food and Commercial Workers (UFCW)	
880	Leyva	Connie	United Food and Commercial Workers (UFCW)	
881	Nuno	Victor	United Food and Commercial Workers (UFCW)	
882	Straeter	Michael	United Food and Commercial Workers (UFCW)	
883	Minchaca	Veronica	United Indian Involvement	
884	Pimentel	Mario	United Steel Workers (USW)	
885	England	John R.	United Transportation Union (UTU)	
886	Serrano	J. Jesus	United Transportation Union (UTU)	
887	Garcia	Evelyn	United Way	
888	Marin	Mario	United Way Of Greater Los Angeles	
889	Franco	Shiloh	Universal Studios	
890	Banuelos	Jose	UPS	
891	Fukui	Kurtis	UPS	
892	Massie	Noel	UPS	
893	Pais	Ellen	Urban Education Partnership	
894	Robert	Robinson	US Army	
895	Villalobos	Bias	US Vets	
896	Yoon	Joshua	USDOC Minority Business Devt Agency Business Center	
897	Downs	Robin	Utility Workers Union (UWUA)	
898	Hoffman	Robert	Utility Workers Union (UWUA)	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

899	Sherman	Dave	Utility Workers Union (UWUA)	
900	Monji	Garry	VA	
901	Gardea	Jose	Valley Economic Development Center	
902	Coolley	Warren	Valley Economic Development Center	
903	Norris	Kathy	Valley Industry Association	
904	Claire	Steve	Venice Community Housing	
905	Clare	Steve	Venice Community Housing Corporation	
906	Chacon	Jim	Venice Service Area	
907	Tollette	Cynthia	Venice Skills Center (VSC)	
908	Velasco	Judith	Verdugo Workforce Development Board	
909	Turner	Gayle	Versi-Staff Solutions	
910	Galicia	Mayra	Vet Hunters Project	
911	Barker	Bridgitte	Veterans Programs of Title 38, U.S. Code Chapter 41	
912	Fernandez	Ismenia	Volt	
913	Lizarraga	Megan	Volt Workforce Solutions	
914	Gamont	Angie	Volunteers of America	
915	Herbig	John	Volunteers of America	
916	Kazoleas	Dawn	Weber Metals, Inc,	
917	Magallon	Gregorio	Weingart Center for the Homeless	
918	Marquez	Luis	Weingart Center for the Homeless	
919	Urenda	Erica	Wells Fargo	
920	Morrill	Genevieve	West Hollywood Chamber of Commerce	
921	Sichaleune	Jeff	West Hollywood Library	
922	Pracher	Mark	West LA College	
923	Mooney	Kristen	Westside Childrens Center	
924	Almazan	Jesse	Whelan Security	
925	Roberts	Deborah	Whittier Adult School	
926	Crosby	Carol	Whittier Chamber of C.	
927	Roberts	Deborah	Whittier UHSD - RHRAEC	
928	Plourde	Martin	Whittier Union High School District	
929	Meck	Bill	William Edwards	
930	Vicki	Engbrecht	William S. Hart Union High School District	
931	Doyle	Mariane	William S. Hart Union High School District Career Technical and Adult Education	
932	Broadus	Carrie	Women Alive Coalition	
933	Cuevas	Jennifer	Women Organizing Resources Knowledge and Services (W.O.R.K.S.)	
934	Scoble	Margo	Work Incentives Planning and Assistance Program	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

935	Gardner	Angela	Workforce Development Solutions, Inc.	
936	Montes	Martha	World Financial Group	
937	Davis	Mike	Wrights Cabinets	
938	Belsky	Stephanie	Writegirl	
939	Rosenberg	Richard	WUHSD-Career Connection	
940	Peckerar	Rob	Yiddishkayt Los Angeles	
941	Mendoza	Maria	YMCA-RIO VISTA YMCA	
942	Chopra	Gaurav	Yogurtland	
943	Lore	Tony	Youth Mentoring Connection	
944	Ana	Aguirre	Youth Policy Institute	
945	Martin	Angelica	Youth Policy Institute	
946	Slingerland	Dixon	Youth Policy Institute	
947	Slingerland	Dixon	Youth Policy Institute	
948	Gambino	Jaqueline	Yusen Logistics	
949	Fred	Williams	YWCA Greater Los Angeles	
950	Victoria	Franklin	YWCA Greater Los Angeles	
951	A	Rachelle	YWCA Greater Los Angeles	
952	Altaza	Pablo		
953	Anaya	Jose		
954	Barreto	Pilar		
955	Brusca	Andrea		
956	Cabral	Miguel		
957	Calderon	Sergio		
958	Camacho	Raul		
959	Candaza	Kristin		
960	Carter	Anthony		
961	Castellanos	Maria		
962	Chua	Lianne		
963	Cortez	Sylvia		
964	De	Nick		
965	DiFilippis	Ozzie		
966	Doi	Kerry		
967	Driver	Doris		
968	Duran	Magdalena		
969	Eaton	Sarah		
970	Evans	Carol		



INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

971	Flores	Christina	
972	Flourmoy	Felicia	
973	G	Sarah	
974	Gaines	Jerry	
975	Gallegos	Margarita	
976	Galvan	Gina	
977	Garcia	Edna	
978	Giese	Andrea	
979	Gillingham	Melody	
980	Gomez	Cherie	
981	Gonzales	Rosa	
982	Hernandez	Isaias	
983	Hernandez	Olga	
984	Hodges-Jimenez	Nancy	
985	Huezo	Hector	
986	Hughes	Kim	
987	Jacquez	Erica	
988	Jones	Judy	
989	Lee	Mary	
990	Lee	Thomas	
991	Levise	Diane	
992	Lopez	Nadira	
993	Lopez	Ozzie	
994	Lopez	Carlos	
995	Madu	Patricia	
996	McConha	Mandy	
997	McLaughlin	Claire	
998	Melendez	Shirley	
999	Michel	Sandra	
1000	Moore	Danielle	
1001	Moreno	Lauren	
1002	Multini	Lorella	
1003	Noble	Bruce	
1004	O'Donnell	Mary Jane	
1005	Ohara	Sacha	
1006	Ornelas	Armenda	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
 (Jurisdiction: Los Angeles County)

1007	Pascual	Nirmia		
1008	Putt	Joanna		
1009	Quiroz	Jeylee		
1010	Ramos	Jazmin		
1011	Ramos	Marcela		
1012	Riviere	Alicia		
1013	Rodriguez	Jessica		
1014	Rodriguez	Jorge		
1015	Ryu	Charles		
1016	Sanchez	Maria		
1017	Scoville	Carrie		
1018	Shapton	Carrie		
1019	Silva	Betty		
1020	Spikes	Cyd		
1021	Tang	Yvonne		
1022	Tijerina	Marisa		
1023	Villareal	Elizabeth		
1024	Viramontes	Victor		
1025	Watanabe	Dan		
1026	Zarmakoupis	Dimitris		
1027			AFSCME Local 1083	
1028			AFSCME Local 143	
1029			American Radio Association (ARA)	
1030			California Nurses Association	
1031			International Association of Machinists (IAM) Local 1930	
1032			Painters and Allied Trades (UPAT) Local 2345	
1033			Housing Rights Center	
1034			Student Body Scholarship Association	

**INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS**  
**(Jurisdiction: Los Angeles County)**

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**(Jurisdiction: Los Angeles County)**

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**(Jurisdiction: Los Angeles County)**

**INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)**

s, Graffiti Task Force, Community Court, Youth Employment Services)





INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: SELACO WDB)

Individual	Last Name	First Name	Organization	Individual's Title (if known)
1	Menezes	Paulo	SELACO WDB Member, Business Representative	Attorney at Law
2	Drake	Aaron	SELACO WDB Member, Business Representative	
3	Connell	Jim	SELACO WDB Member, Business Representative	
4	Ngo	Henry	SELACO WDB Member, Business Representative	Senior Vice President
5	Pathak	Pino	SELACO WDB Member, Business Representative	
6	Saucedo-Garcia	Cristina	SELACO WDB Member, Business Representative	Human Resources Director
7	Escamilla	Georgina	SELACO WDB Member, Business Representative	
8	Dameron	Mark	SELACO WDB Member, Business Representative	
9	Castellanos	Allison	SELACO WDB Chair, Business Representative	
10	Derthick	Joseph	SELACO WDB Vice Chair, Business Representative	
11	Polley	Tracy	SELACO WDB Member, Business Representative	
12	Levine	Barbara	SELACO WDB Member, Economic Development	Senior District Manager
13	Todd	Sharon	SELACO WDB Member, Education	Director, Adult Education
14	Gomez	Belle	SELACO WDB Member, Education	Director of Community Advancement
15	Espitia	Ben	SELACO WDB Secretary/Treasurer, Labor Organization	Director, Workforce Development
16	Rapue	Judy	SELACO WDB Member, Labor Organization	
17	Kucera	Kevin	SELACO WDB Member, Labor Organization	
18	Cummins	Byron	SELACO WDB Member, Labor Organization	Apprenticeship Consultant
19	Reed	Richard	SELACO WDB Member, Labor Organization	
20	King	Olin	SELACO WDB Member, Public Employment Service	Deputy Division Chief
21	Williams	Candy	SELACO WDB Member, Rehabilitation Agency	MS, CRC
22	Joseph	Jack	SELACO Policy Board	Administrator
23	Wood	Jeff	SELACO Policy Board Chair, City of Lakewood	Council Member
24	Santa Ines	Sonny	SELACO Policy Board Vice Chair, City of Bellflower	Council Member
25	Manalo	Victor	SELACO Policy Board Member, City of Artesia	Mayor
26	Solanki	Naresh	SELACO Policy Board Member, City of Cerritos	Mayor Pro Tem
27	Vasquez	Fernando	SELACO Policy Board Member, City of Downey	Mayor Pro Tem
28	Rodriguez	Rey	SELACO Policy Board Member, City of Hawaiian Gardens	Mayor Pro Tem
29	Vernola	Luigi	SELACO Policy Board Member, City of Norwalk	Council Member
30	Verches	Richard	Los Angeles County WDB	Executive Director
31	Irish	Gregg	Los Angeles City WDB	Executive Director
32	Velasco	Judith	Verdugo WDB	Executive Director
33	Dunn	Phillip	Foothill WDB	Executive Director

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: SELACO WDB)

Individual Last Name	First Name	Organization	Individual's Title (if known)
34 Vogel	Jan	South Bay WIB	Executive Director
35 Schultz	Nick	Pacific Gateway WIN	Executive Director
36 Vasquez	Graciela	PAACE, Cerritos College	Associate Dean
37 Rochin	Bianca	PAACE, Downey Adult School	Principal
38 Dixon	Patrick	PAACE, Bellflower USD	Principal
39 Cornejo	Dahlia	DPSS	HAS II
40 Gallucci	Art	City of Cerritos	City Manager
41 Rawlings	Bill	City of Artesia	City Manager
42 Marquez	Ernesto	City of Hawaiian Gardens	City Manager
43 Livas	Gilbert	City of Downey	City Manager
44 Chambers	Howard	City of Lakewood	City Manager
45 Egan	Mike	City of Norwalk	City Manager
46 Smith	Jeff	Bellflower Chamber	Director
47 Castellanos	Joshua	Greater Lakewood Chamber	Director
48 Calver	Michael	Downey Chamber	Director
49 Fink	Kathie	Santa Fe Springs Chamber	Director
50 Guo	Paoling	Artesia Chamber	Director
51 Dahlig	Ina	Artesia Chamber	Director
52 Smith	Scott	Cerritos Regional Chamber	Director
53 Hansen	Vivian	Norwalk Chamber	Director
54 Noble	Bruce	Rio Hondo College	Deputy Sector Navigator
55 Driver	Doris	LA City College	Deputy Sector Navigator
56 Maling	Jannet	Cerritos College	Deputy Sector Navigator
57 Anaya	Jose	California Community Colleges	Deputy Sector Navigator
58 Haws-Gold	Leah	LBCC	Deputy Sector Navigator
59 Alvarado	Norma	SCE	Deputy Sector Navigator
60 Muniz-Cossio	Ruth	RSCCD	Deputy Sector Navigator
61 Herzfeld	Shari	Rio Hondo College	Deputy Sector Navigator
62 Cash	Regina	CSULB	
63 Richardson	Steve	Cerritos College	
64 Palacios	Tracy	CSULB	
65 Smith	Amy	LBCC	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: SELACO WDB)

Individual Last Name	First Name	Organization	Individual's Title (if known)
66 Sharoni	Asher	A & H Engineering & Manufacturing	
67 Matthew	Bob	Quality Engineering Management, Inc.	
68 Topffer	Christina	Sandvik Coromant	
69 Mello	Curtis	Haraeus	
70 Rosenfield	David	ROMAC	
71 Johnson	Earl	Compax, Inc.	
72 Tacason	EJ	Brenner-Fiedler	
73 Marinero	Farah	Lynx Grills	
74 Ray	George	LaFiell Manufacturing	
75 Mel	Jerome	KME CNC	
76 Hoyle	Jerry	CTS Cement	
77 Densmore	Kelly	FXC Corp	
78 Duggal	Leela	SONOCO	
79 Moore	Neil	ASCO Sintering	
80 Hooper	Shirley	Egge Machine Co.	
81 Hirsh	Urban	Ink Systems	
82 Schwalilie	Bob	SETCO	
83 Bohannon	Ron	Warmelin	
84 Layana	Tracey	Warmelin	
85 Okino	T odd Kenji	Advanex Americas	
86 Canchola	Rudy	Mazak Corp	
87 McCauley	Richard	Mazak Corp	
88 Haasis	Hans Jr.	Omniteam	
89 Glenn	Karen	Grifols Inc.	
90 Almashaw	Katy	SELACO CCN - SAHARA	
91 Alfaro	Eliana	SELACO CCN - EDD	
92 Allen	Ron	SELACO CCN - RWM Fiber	
93 Alvarez	Maggie	SELACO CCN - Salvation Army	
94 Annino	Sandy	SELACO CCN - Job Corps	
95 Arroyo	Angie	SELACO CCN - EDD	
96 Bagarry	Karen	SELACO CCN - Southern California Alcohol & Drug Program	
97 Bakchachyan	Mary	SELACO CCN - Dept of Mental Health	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: SELACO WDB)

Individual Last Name	First Name	Organization	Individual's Title (if known)
98 Banagas	Renett	SELACO CCN - BUSD	
99 Banuelos	Jessica	SELACO CCN - Pathways Health	
100 Barragan	Rosa	SELACO CCN - NLMUSD	
101 Bautista	Sylvia	SELACO CCN - Habitat LA	
102 Bernal	Jose	SELACO CCN - DPSS	
103 Bernal	Perla	SELACO CCN - The Whole Child	
104 Bowie	Reggie	SELACO CCN - Family Outreach & Community Intervention Svcs	
105 Brown	Janine	SELACO CCN - Temps Incorporated	
106 Bruns	Alice	SELACO CCN - Disabled Resources Center Inc.	
107 Campos-Juarez	Janet	SELACO CCN - LACOE	
108 Capp	Jennifer	SELACO CCN - SASSFA	
109 Castanon	Carolina	SELACO CCN - LACOE	
110 Cerda	Eric	SELACO CCN - LA County Probation	
111 Chang	Terri	SELACO CCN - WUHSD	
112 Chavez	Eileen	SELACO CCN - EDD	
113 Cheung	Carissa	SELACO CCN - Olive Crest	
114 Chua	Lianne	SELACO CCN - LBCC	
115 Clancy	John	SELACO CCN - Salvation Army	
116 Critchley	Jeff	SELACO CCN - EDD	
117 Cruz	Debbie	SELACO CCN - CACP Inc	
118 Cunningham	Alice	SELACO CCN	
119 Da Silva	Ana	SELACO CCN - Cerritos College	
120 Davis	Eric	SELACO CCN - Department of Rehab	
121 Davis	Mary	SELACO CCN	
122 De Leon	Terri Ponce	SELACO CCN	
123 Diaz	Alicia	SELACO CCN - LLCSD	
124 Diego	Laura	SELACO CCN - The Whole Child	
125 Do	Tuyet Nhung	SELACO CCN - DPSS	
126 Dor	Okina	SELACO CCN - City of Artesia	
127 Duran	Isabelo	SELACO CCN - Operation Hope	
128 Enciso	Jessica	SELACO CCN - Good Will	
129 Enriquez	Melissa	SELACO CCN - Primerica	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: SELACO WDB)

Individual	Last Name	First Name	Organization	Individual's Title (if known)
130	Espinoza	Michelle	SELACO CCN - Community Family Guidance Center	
131	Estrada	Shannon	SELACO CCN - Cerritos College	
132	Farber	Jeff	SELACO CCN - Helpline Youth Counseling Inc	
133	Filer	Anthony	SELACO CCN - Legal Aid	
134	Fonesca	Adriana	SELACO CCN	
135	Fye	Michael	SELACO CCN - DUSD	
136	Gamez	Blanca	SELACO CCN - Cerritos College	
137	Garcia	Anthony	SELACO CCN - City of Norwalk	
138	Garcia	Gerry	SELACO CCN - Good Will	
139	Garcia	Jorge	SELACO CCN - Salvation Army	
140	Garg	Arnita	SELACO CCN - Info Tech	
141	Garofalo	Michaela	SELACO CCN - Bureau of Prisons	
142	Gibson	Kimberly	SELACO CCN - CEC Intl	
143	Gonzalez	David	SELACO CCN - El Camino College	
144	Gonzales	Lena	SELACO CCN - Microsoft	
145	Guzman	Cynthia	SELACO CCN - American Family Housing	
146	Guzman	Marcelino	SELACO CCN - Southern California Alcohol & Drug Program	
147	Heredia	Sally	SELACO CCN - Department of Rehab	
148	Hernandez	Anna	SELACO CCN - EDD	
149	Hernandez	Guadalupe	SELACO CCN	
150	Hernandez	Isaias	SELACO CCN - Mexican American Opportunity Foundation	
151	Hernandez	Olga	SELACO CCN - EDD	
152	Hernandez	Richard	SELACO CCN - Disabled Resources Center Inc.	
153	Hernandez	Sylvia	SELACO CCN - City of Norwalk	
154	Hernandez-Garcia	Nellie	SELACO CCN - Cerritos College	
155	Hollis	Star	SELACO CCN - Social Vocational Services Inc.	
156	Holly	Andre	SELACO CCN - Info Tech	
157	Hutton	Brenda	SELACO CCN - Helpline Youth Counseling Inc	
158	Hyun	Bing	SELACO CCN - City of Norwalk	
159	Jensen	Susan	SELACO CCN - Community Advocates for People Choices Inc	
160	Juarez	Julie	SELACO CCN - Pacific Clinics	
161	Kadrlik	Patt	SELACO CCN - Department of Rehab	

INDIVIDUALS / ORGANIZATIONS **INVITED** TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: SELACO WDB)

Individual Last Name	First Name	Organization	Individual's Title (if known)
162 Kain	Kirk	SELACO CCN - SASSFA	
163 Karimi	Shirin	SELACO CCN - California Department of State Hospitals	
164 Kennedy	Miranda	SELACO CCN - National Disability Institute	
165 Khuth	Dara	SELACO CCN - DPSS	
166 Lara	Virginia	SELACO CCN - NLMUSD	
167 Leon	Zoey	SELACO CCN - Cerritos College	
168 Lewis	Turkessa	SELACO CCN - Good Will	
169 Loera	Jose	SELACO CCN - Salvation Army	
170 Lopez	Kiara	SELACO CCN - 211 LA	
171 Lopez	Rosa	SELACO CCN - John Muir Charter School	
172 Madariaga	Karina	SELACO CCN - Downey Adult School	
173 Magallanes	Renee	SELACO CCN - WUHSD	
174 Maithonis	Kristin	SELACO CCN - Norwalk Housing Authority	
175 Maniquis	Kimmy	SELACO CCN - California Conference for Equality & Justice	
176 Martinez	Rae Marie	SELACO CCN	
177 Medina	Natasha	SELACO CCN - Southern California Alcohol & Drug Program	
178 Medina	William	SELACO CCN - New York Life	
179 Meloni	Bill	SELACO CCN - CDI Foundation	
180 Mendoza	Armando	SELACO CCN - Pacific Clinics	
181 Minaya	Patricia	SELACO CCN - Community Family Guidance Center	
182 Mockridge	Jihan	SELACO CCN - Helpline Youth Counseling Inc	
183 Moges	Zaid	SELACO CCN - Disabled Resources Center Inc.	
184 Moore	Rick	SELACO CCN - Family Outreach & Community Intervention Svcs	
185 Natty	Bridgette	SELACO CCN - Good Will	
186 Nason	Doloris	SELACO CCN - Disabled Resources Center Inc.	
187 Nathan	Cindy	SELACO CCN - CSULB	
188 Nsa	Nsa	SELACO CCN - World Financial Group	
189 Ochoa	Hector	SELACO CCN - SoCal Resource Svcs for Independent Living	
190 Olivas Andrade	Henryetta	SELACO CCN - LETC	
191 O'Rourke	Pat	SELACO CCN - CSULB	
192 Osborn	Linda	SELACO CCN - LACOE	
193 Paraiso	Marlowe	SELACO CCN - LBCC	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: SELACO WDB)

Individual	Last Name	First Name	Organization	Individual's Title (if known)
194	Parra	Patricia	SELACO CCN - DPSS	
195	Pavone	Rocky	SELACO CCN - World Financial Group	
196	Pena	Maria	SELACO CCN - LACOE	
197	Perez-Aguilar	Valerie	SELACO CCN - Mexican American Opportunity Foundation	
198	Pinedo	Mary Lou	SELACO CCN - ABCUSD	
199	Pizer	Janis	SELACO CCN - Cerritos College	
200	Plascencia	Robyn	SELACO CCN	
201	Ponce	Sayaka	SELACO CCN - Youth Build	
202	Profeta	Mary Ann	SELACO CCN - Working Wardrobes	
203	Quiroz	Paul	SELACO CCN - Cambrian Home Care	
204	Ragalsis	Jr.	SELACO CCN - Training Centers	
205	Ramos	Jaime	SELACO CCN - Cypress College	
206	Reese	John	SELACO CCN - World Financial Group	
207	Robertson	Curglin	SELACO CCN - CSULB	
208	Rodriguez	Angie	SELACO CCN - DPSS	
209	Rodriguez	Mario	SELACO CCN - Disabled Resources Center Inc.	
210	Rodriguez	Norma	SELACO CCN - Cerritos College	
211	Ruiz	Stephanie	SELACO CCN - Norwalk Housing Authority	
212	Saenz	Erica	SELACO CCN - EDD	
213	Salmemon	Samantha	SELACO CCN - Our Place Housing Solutions	
214	Sandoval	Wendy	SELACO CCN - Helpline Youth Counseling Inc	
215	Saplen	Sara	SELACO CCN - Department of Rehab	
216	Schulz	Rachelle	SELACO CCN - ABCUSD	
217	Schweitzer	Denise	SELACO CCN - LACOE	
218	Segura	Aurora	SELACO CCN - Cerritos College	
219	Serrano	Carina	SELACO CCN - LBCG	
220	Sidney	Laura	SELACO CCN - LBCIL	
221	Silva	Hector	SELACO CCN - EDD	
222	Solorio	David	SELACO CCN - CA Hispanic Commission on Alcohol & Drug Abuse	
223	St James	Karen	SELACO CCN - Southern California Alcohol & Drug Program	
224	Stence	Pam	SELACO CCN	
225	Stephens	Mary Kay	SELACO CCN - NLMUSD	



**INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS**

(Jurisdiction: SELACO WDB)

<b>Individual Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>Individual's Title (if known)</b>
226 Steve Moua	BS	SELACO CCN - Helpline Youth Counseling Inc	
227 Strong	Denise	SELACO CCN - Southeast ROP	
228 Ung	Moni K	SELACO CCN - DPSS	
229 Vanderzee	Becky	SELACO CCN - Our Place Housing Solutions	
230 Vargas	Denise	SELACO CCN - CA Hispanic Commission on Alcohol & Drug Abuse	
231 Vega	Articela	SELACO CCN - Shields for Families	
232 Vesga	Chaz	SELACO CCN - Department of Rehab	
233 Volcan	Ashley	SELACO CCN - Working Wardrobes	
234 Vuong	Michael	SELACO CCN - Office of Representative Linda Sanchez	
235 Stone-Abrams	Linda	SELACO CCN - Department of Mental Health	
236 Wafer	Joshua	SELACO CCN - Working Wardrobes	
237 Walker	Cecilia	SELACO CCN - Southern California Alcohol & Drug Program	
238 Watson	James	SELACO CCN	
239 Wicks	Craig	SELACO CCN - Budget Norwalk	
240 Yamato	Marianne	SELACO CCN - Department of Children and Family Services	
241 Yeh	Heidi	SELACO CCN - Department of Children and Family Services	
242 Yoguez	Norma	SELACO CCN - Spirit	
243 Zavala	Christina	SELACO CCN - WUHSD	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Individual Last Name	First Name	Organization	Individual's Title (if known)
1 Ali-Ramlogan	Latisha	Gardena Buiness and Career Center	One-Stop Manager
Anaya	Jose	El Camino College	Dean of Community Advancement
Anderson	Carolyn	Employment Development Department	Deputy Division Chief
Apodaca	Joey	Congressman Ted Lieu, 33rd Congressional District	Field Representative & Constituent Services
Armato	Stacey	City of Hermosa Beach	Council Member
Ashcraft	Heidi Ann	City of Torrance	Council Member
Aspel	Steve	City of Redondo Beach	Mayor
Awad	Haidar	City of Hawthorne	Mayor Pro Tem
Bacharach	Jacki	South Bay Cities Council of Governments	Executive Director
Barbee	Martha	City of Redondo Beach	Council Member
Beardsley	Elyse	Industrial Lock and Security	Owner
Beedon	Tom	Residence Inn by Marriott LAX	General Manager
Bennett	Patricia	P & J's Unique Bookkeeping & Tax Services	Owner
Boyd	Eric	Janice Hahn, Congressional District 44	Deputy District Director
Boyles	Drew	City of El Segundo	Mayor Pro Tem
Bradfish	Ron	Triumph Group	Human Resources Representative
Bradford, Dr.	Lawrence	Los Angeles Southwest College	Vice President of Academic Affairs
Bradley	Linda	Centinela Hospital Medical Center	Chief Executive Officer
Brand	Bill	City of Redondo Beach	Council Member
Brann	Don	City of El Segundo	Council Member
Bryant	Kent	Rise and Shine Youth Program	Owner
Burton	Mark	City of Manhattan Beach	Council Member
Butts	James	City of Inglewood	Mayor
Campbell	Billy	The Campbell Agency, Allstate Insurance Company	Owner

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Celuch	Paul	Avanti Hospitals	Chief Human Resources Officer
Cerda	Tasha	City of Gardena	Council Member
Chavez	Robert	Inglewood Business and Career Center	Operations Manager
Chopra	Deepak	OSI Systems, Inc.	Chairman, CEO, and President
D'Errico	Tony	City of Manhattan Beach	Mayor
Davis	Eric	Department of Rehabilitation/Los Angeles South Bay District	
Davis	Ruthi	Lawndale Chamber of Commerce	Treasurer
Davis-Holmes	Lulu	City of Carson	Mayor Pro Tem
De Brito	Edward	Southern California Cement Masons	Training Director
Delgado	Andy	Century Center for Economic Opportunity, Inc.	
Dhillon	Raj	US Tow	Owner
Dodd-Lyons	Yolanda	Employment Development Department - South Bay Cluster	
Donaldson	Patricia	Hawthorne Chamber of Commerce	President/CEO
Dotson	George	City of Inglewood	Council Member
Dougherty, Dr.	Ellen	Lawndale School District	Superintendent
Downing	Christopher	Los Angeles Unified School District - Local District South	Area Superintendent
Duclos	Jeff	City of Hermosa Beach	Council Member
Dugan	Michael	City of El Segundo	Council Member
Eller	Cinder	City of Inglewood Police Department	
Ellis	Jessica	Centinela Youth Services, Inc.	Executive Director
Emdee	Laura	City of Redondo Beach	Council Member
Fangary	Hany	City of Hermosa Beach	Mayor
Faulkner	Joe	Los Angeles County Probation Department	
Faulkner	Christiana	International Trade Education Programs (ITEP)	Internship Program Manager
Felix	Charles	City of Lomita	IT Manager/Special Projects Coordinator (Economic Development)
Fernandez	Jesus	Southern California Paint and Drywall Industries	Director of Apprenticeship Training

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Fleck	David	Behavioral Health Services	Associate, Program Development
Flournoy	Cecil	City of Carson	Community Development Project Manager
Fowler	Jay	Republic Services Inc	General Manager
Franklin	Victoria	L.A. Job Corps Center	Director of Career Programs
Franklin	Ralph L.	City of Inglewood	Council Member
Frerterotta	Mark	City of Inglewood Police Department	Chief of Police
Fuentes	Suzanne	City of El Segundo	Mayor
Fulton	Fran	City of Torrance	Economic Development Manager
Furey	Patrick	City of Torrance	Mayor
Gamboia	David	California State University Dominguez Hills	Assistant Vice President of External Relations
Garvin	Brenda	Department of Rehabilitation	District Administrator
Gasca	Lupe	Torrance Business and Career Center	One-Stop Manager
Gazeley	James	City of Lomita	Council Member
Goodrich	Tim	City of Torrance	Council Member
Griffiths	Mike	City of Torrance	Council Member
Grindstaff	Glenn	L-3 Communications Electron Technologies, Inc.	Vice President, Human Resources & Administration
Gruen	Danielle	Department of Rehabilitation	Staff Services Manager I
Hadley	David	66th Assembly District	Assemblymember
Hagan, Dr.	Willie	California State University Dominguez Hills	President
Hamner	Janine	Waste Management	Community Relations Manager
Haney	Lilian	SpaceX	Senior Manager, Community Relations
Harriel	Mike	SoCalGas	Public Affairs Manager
Helfant	Bob	HCD, Incorporated	Owner
Henderson	Mark	City of Gardena	Mayor Pro Tem
Herring, I	Milton	City of Torrance	Council Member
Hicks Sr.	Cedric	City of Carson	Council Member
Hilton	Jawane	City of Carson	Council Member
Hirshfield	Laura	Century Center for Economic Opportunity, Inc.	Program Manager

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Holly	Erick	Inglewood Airport Area Chamber of Commerce	President
Horvath	Christian	City of Redondo Beach	Council Member
Horwitz, Dr.	Sandra	Medical Office of Sandra G. Horwitz, O.D.	Owner
Hutt	Heather	Senator Isadoree Hall III, 35th Senate District	District Director
Jackson	Michael	The Dardanelle Group, Inc.	Vice President of Business Development
Jennison	Jeffrey	Watson Land Company	President
Jimenez	Blanca	Congresswoman Maxine Waters, 43rd Congressional District	District Director
Johnstone, Dr.	Thomas	Wiseburn School District	Superintendent
Kearney	Pat	City of Lawndale	Mayor Pro Tem
Lafarga	Josh	Laborers' International Union of North America, Local 1309	Director of Public and Government Affairs
Lesser	David J.	City of Manhattan Beach	Mayor Pro Tem
Lewis	Tamala	StubHub Center Community Affairs and StubHub Center Foundation	Senior Director
Little	Marc	The Law Office of Marc Little	Owner
Lozano	Juan	Department of Public Social Services - Los Angeles County	
Lyles	Maurice	Senator Barbara Boxer	Field Representative
Mallory	Yvonne	City of Gardena	Economic Development/Housing Programs Manager
Maloney, Dr.	Dena	El Camino College	President
Mannon, Dr.	George	Torrance Unified School District	Superintendent
Marian	Doug	UA Plumbers Local 78	Business Manager Financial Secretary - Treasurer
Mason	Ivan	U.S. Vets	Executive Director
Massey	Justin	City of Hermosa Beach	Mayor Pro Tem
Mathews, Dr.	Lawrence	Inglewood Unified School District	Superintendent
McClain	Gregg	Silly Goose Playground	Co-Owner
Means	Matthew	Watson Land Company	Vice President of Asset Management

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWB \_\_\_\_\_ )

Medina	Dan	City of Gardena	Council Member
Michel	Ellenmary	Pelican Products, Inc.	Vice President of Worldwide Human Resources
Michelin	Nilo	City of Hawthorne	Council Member
Miller	Linal	El Segundo Unified School District	Career Readiness Specialist
Mintz	Rabbi Yossi	The Friendship Foundation	Executive Director
Mitchell	Glenn	Gardena General Insurance Agency	Superintendent
Moore, Dr.	Melissa	El Segundo Unified School District	Council Member
Morales Jr.	Eloy	City of Inglewood	Superintendent
Morgan, Dr.	Helen	Hawthorne School District	Regional Director
Nguyen	Van	Department of Public Social Services - Los Angeles County	
Nishi	Carol	City of Gardena	
Nishime, Dr.	Jeanie	El Camino College	Vice President of Student & Community Advancement
Noflin	David	United Printers	Owner
O'Brien	Gregory	Centinela Valley Union High School District	Superintendent
Osborne	James	City of Lawndale	Council Member
Padilla	Alex	City of Inglewood	Council Member
Patel	Nina	The Friendship Foundation	Director of Development
Pena	Samuel	Republic Services Inc	Municipal Relationship Manager
Petty	Carolyn	City of Hermosa Beach	Council Member
Pirsztuk	Carol	City of El Segundo	Council Member
Ponce	Mitch	Ironworkers Local 433	Business Agent
Powell	Wayne	City of Manhattan Beach	Council Member
Pullen-Miles	Robert	City of Lawndale	Mayor
Ramirez	Jorge	Lawndale School District	Director of Maintenance & Operations
Raymond	John	City of Carson	Director of Community Development
Raymond	John	City of Carson	Director of Community Development
Reid	Dan	City of Lawndale	Council Member
Reyes English	Angie	City of Hawthorne	Council Member

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Richardson	Michael	SKANSKA	EEO/DBE Manager: Regional Connector
Rizzo	Geoff	City of Torrance	Council Member
Robles	Albert	City of Carson	Mayor
Rodriguez	Rudy	Local Union 250, Steam-Refrigeration-Air Conditioning-Pipefitters & Apprentices of the United Association of the United States and Canada	PAC Chairman
Rosberg	Kirk	Torrance Bakery	Owner
Roten	Rusty	IBEW Local 11	
Sammarco	Stephen	City of Redondo Beach	Council Member
Sanchez	Henry	City of Lomita	Council Member
Sandford	Teresa	Inglewood Housing Authority	Housing Supervisor
Sanitarino	Elito	City of Carson	Council Member
Savidan	Michael	City of Lomita	Mayor Pro Tem
Shankweiler, Dr.	Jean	El Camino College	Vice President of Academic Affairs
Sirls, Dr.	Reginald	Inglewood Unified School District	Executive Director of Secondary Support Services
Smith	Matthew	California State University Dominguez Hills	Director of Educational Partnerships
Spanpanato	Nick	MSG/The Forum	Vice President
Spencer	Wayne	Spencer 4 Hire Security	Owner
St. Gean, Dr.	Laurie	Southern California Regional Occupational Center	Superintendent
Stekol	Tom	Redondo Beach Unified School District	Assistant Superintendent, Human Resources
Stowe, Dr.	Tim	Torrance Unified School District	
Suarez	Bernadette	City of Lawndale	Council Member
Sutton	Phil	El Camino College	Director Workplace Learning Resource Center
Sword	Tod	Southern California Edison	Economic Development Consultant
Talton	Roland	Star 1 Investigations	Owner

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Taranto, Dr.	Anthony	South Bay Adult School/Redondo Beach Unified School District	Director
Taylor	Kent	Lennox School District	Superintendent
Templin	Jane	Electrical Training Institute	Outreach Director
Terauchi	Terrence	City of Gardena	Council Member
Thomas Howorth	Amy	City of Manhattan Beach	Council Member
Tolliver	Wanza	State Farm Insurance	Insurance Agent
Tralna	Ben	City of Lomita	Council Member
Valentine	Olivia	City of Hawthorne	Council Member
Vargas	Alex	City of Hawthorne	Mayor
Waronek	Mark	City of Lomita	Mayor
Weideman	Kurt	City of Torrance	Council Member
Wheeler	Keith	Inglewood Unified School District	Director of Student Support Services
Williams, Dr.	Lance	Los Angeles County Community Action Board	Chairman/Member
Wittfong	Sarah	David Hadley, 66th Assembly District	District Director
Wojno	Kathy	Memorial Hospital of Gardena	Chief Executive Officer
Yellowhorse-Jensen	Susie	Southern California Indian Center, Inc.	Employment Specialist
Cooke	Ray	L-3 Communications ELECTRON TECHNOLOGIES, INC.	
Kinh	Lam	ZEPHYRER IND MFG	CNC Operator
Levine	Barbara	LAEDC	Senior Regional Manager
McGrath	Joseph	SQA Services, Inc.	IT Support Specialist
Gonzalez	Alferdo	AGRC Business Solutions, Inc.	
Gazeley	James		
Ku Kim	Jessica	SBWIB	Special Project Development Manager
Nishi	Carol		
Jimenez	Christian	Jimenez Manufacturing Inc	Vice President
Yellowhorse -Jensen	Susie	Southern CA Indian Center Inc.	Employment Specialist
Bhardwaj	Brahm	Osi Systems, Inc	Director Of Engineering



INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Smeltzer	Marna	Redondo Beach Chamber of Commerce	CEO
Cupp	Owen	Northrop Grumman	Engineering Manager
Padilla	Alex		
Jiminez	Veronica R.	Lennox Academy	Counselor
Lengsfeld	Mark	Build It Workspace	
Tolliver	Wanza	State Farm Insurance	
Prudhomme	Gloria	Postal Plus	
Harder	Theodore	California Academy of Mathematics & Science	CTE Instructor
Harder	Theodore	California Academy of Mathematics & Science	Teacher
Virtue	Robert	Virco Manufacturing	President
Mallory	Yvonne	City of Gardena	Economic Development Manager
Robinson	Jeff	Area G	Disaster Manager
Williams	Andrea	Financial Edge	
Flores	Juan		
Cagle	Chris Cagle	SBWIB	Business Services
Rasheed	Musheer	Employed Security Services Center	
Moore	Corey	Northrop Grumman	VP GSC Programs Space Park Site Manager
Park	David	Glentek Inc	Project Manager
Mathews	Michael	Manhattan Beach Unified School District	Superintendent
MacMullan	Kimberlee	Hermosa Beach Chamber of Commerce	President / CEO
Feria	Hector	Feria, Hector dba Hector Fria Agency	
Artaza	Pablo	Technical College	Executive Director
Uribe	Laura	Hawthorne School District	Assistant
Street	Rebekah	Epson America	
Cagle	Chris	SBWIB	Business Services
Ngaue	Mel		
Bradley	Linda	Centinela	CEO

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Villers	William	Ten Tech LLC	
Waller	Brad	Epage, Inc.	Vice President, Business Development
Rico	Chris	LAEDC	Director of Innovation
Johnson	Johnnie	Uniques Pre-School	
Baglione	Samrita	Northrop Grumman Aerospace Systems	
Dotson	George		
Carr	Phyllis	EDD/South Bay Job Service Office	
Grisha	Stepanian	Stepanian, Grisha	
Van Buren	Star	El Camino College SBDC	Director
Ventura	Mila	Marvin Group (Marvin Engineering)	
Beutler	Jonathan	Sunrider International	
Ball	Annmarie	Goodridge USA Inc	Hr Dir
Ford	Alyson	ProMount	Accounting ?
Beedon	Tom	Residence Inn by Marriott LAX - General Manager, 5	General Manager
Hernandez	Brenda	Ram Products Inc	Manager
Kabir	Henry	Fiesta, Inc. dba Fiesta Blinds and Drapery	
Hafner	Nathan	Accurate Anodizing, Inc.	
Nakawatase	John	Honda	Finance Manager
Villanueva	Mario	Lennox Academy of Math, Science & Technology	Assistant Principal/ Project Lead
Denisiu	Luminita	South High School	Teacher
		Centinela Valley Union High School District	
Konig	Bernie	- Dir	
McDowell, Dr.	Scott	South Torrance High School	Principal
Vinzmira	Alfred	First Class Foods Inc.	Plant Manager
Davis	Michael	Northrop Grumman Corporation	DESIGN ENGINEER
Mendez	Juan	General Atomics Aeronautical Systems, Inc.	
Saucedo	Filomeno	Marvin Engineering	Cnc Programmer Cata V5

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Stiles	Chris	Unimark	Tech Services Supervisor
Graves	Michael	Hytech Processing	MANAGER
Hagen	Dana	Torrance High School	Teacher
St. Gean	Dr. Laurie	Southern California Regional Occupational Center -	Superintendent
Taylor	Dr. Kent	Lennox School District - Superintendent, 10319 Fir	Superintendent
Theus	Stephen	Impresa Aerospace, LLC	Quality Engineer
Jackman	James	The Heffelfinger co	Chief Operations officer
Richardson	Dr. Ronald	North Torrance High School	Principal
Rodriguez	Andy	Atlantic Tax Services	
Sherwood	Mike	Contour Engineering	President
Lanka-Geeganage	Ayanthie	Alcoa	MANUFACTURING MANAGER
Davis	Jessica	Raytheon	
Carrillo	Alexander	Chiq S Metals	Owner
Ono	Chikara	Fujitsu Glovia Inc	President and CEO
Bonagura	Paul	RWM Fiber Optics, Inc.	
Elizondo	Joseph	Torrance High School	Career Counselor
Bennett	Patricia	P & J's Unique Bookkeeping & Tax Services	Secretary Board Officer
Dillon	Jesse	Beacon Media Inc.	
Cohen	Edward	American Honda Motor Co Inc	Vice President Of Government & Industry Relations
Munoz	Justina	SBWIB	Grant Manager
Thomas- Howorth	Amy		
Hamlin	Stephen	ITC	Product Manager
Kalmanovich	Shay	Cleancierge, Inc.	
Wilson	Norman	Lawndale Chamber of Commerce	President
Williams	Libby	USC	Project Coordinator
Carlsson	Owen	ALCOA FASTENING SYSTEMS	SR. PRINCIPAL ENGINEER
Jackson	Christopher	City of Inglewood	Senior Economic and Community Development Departme
Roberts	Leonard	Ramec Engineering	Vice President
Gonzalez	Esteban	SER- Jobs for Progress, Inc.	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBW/B \_\_\_\_\_ )

Whitehead	Mike	City of Rolling Hills Estates	Administrative Services Director
Duarte	Brenda	Aura Toner Supplies, Inc.	
Mimaki	Alan	Toyota Motor Sales Usa Inc	Operations Executive
Cortez	Julio	Julio Cortez and Sai Rodas dba Satoru Services	
Ginsburg	Jeff		
Fiore	Jason	Cory Electronics	Engineer
Kearney	Pat		
Campos	Edson	Marvin Engineering Co.	Director
Fangary	Hany		
Hangafarin	Kourosh	Frontier Logic Zinnovations	
Miller	Linal	El Segundo HS	Project Lead/ Career Edu. Advisor
Moore	Dr. Melissa	El Segundo Unified School District - Superintendent	Superintendent
Thompson	Gregg	Alard Machine Products	President
Grayer	Bernadine	CSDH	President
Awni	Jane	L.A. Junkies, Inc. dba 1-800-GOT-Junk	
Laudeman	Greg		
Sellers	Garth	American Honda Motor Co	Facilities Manager
Keller	Dr. Steven	Redondo Beach Unified School District - Superiente	
Fouch	Matt	Northrop	ME
Bauer	Christopher	L-3 Electron Technologies	
Cervantes	Agustin	Paul R Briles Inc	Supervisor
Gutierrez	Javier	Gutierrez	machining technology
Merritt	John	Coast Plating Inc	Facility Manager
Hostetter	Christopher	Toyota Motor Sales USA	Vice President
Griffiths	Mike		
Park	John	Trend I	
Chen	Lynn	Early Security, Inc.	
Ruane	Megan	El Camino College	Program Assistant Career Pathways
Porqueras	Diego	Deezmaker 3D Printer & Makerspace	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Chang, Ed.D.	Ramona	Torrance High School	Director of Curriculum/ Project Lead
Flores	Frank	Northrop Grumman Corporation	Vice President Engineering
Shepard	Deborah		
Olson	Donel	Olson Ecologic	
Duperron	Donna	Torrance Chamber of Commerce	President
Mark	Jason	Glentek Inc	General Manager
Weinberg	Ron	Golden Supreme, Inc., Cinderella Hair, Inc.	
Pho	Viet	MagTech & Power Conversion	
Babboni	Richard	Alphestars	
Kabatsi	Chris	Arttura	Owner
Burton	Mark		
Shain	Jerry	Binder Metal Products	Vice President
Chavez	Robert	SBWIB	Operations Manager
Ruiz III	Alejandro	US TOOL	TOOL INSPECTOR
Rodriguez	Alex	Pelican Products Inc	Mold Mechanic
Sammarco	Stephen		
Proud	Stephen	City of Redondo Beach	Economic Development Director
Pflughaupt	Randy	Toyota Motor Sales USA Inc	VP Operations
Bourdreau	Irina	Eaton	
Franco	Salvador	Graduates Do Succeed Inc. dba D.G.S. Institute	
Terry	Deirdre Terry	JPL/NASA	
Anaya	Jose	El Camino College	
DIPasquale	Denise		
Marian	Doug Marian	UA Plumbers Local Union 78	
Downing	Christopher Downing	Los Angeles Unified School District – Area Superin	Area Superintendent
Delgado	Andy	Century Center for Economic Opportunity, Inc., 502	
Sjoberg	Rhoda	Kadan Consultants, Inc.	CEO
Joshi, PhD	Anupama	CSUDH	Acting Dean, College of Health, Human Serv. & Nurs
Zellers	Dave	Toyota Motor Sales USA	Vp Product Quality & Service S

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Goldenberg	David	Tru Architectural	
Shaw	Roberto	E. Optical, Inc.	
Hansen	Dan	SBWIB	Senior Employment Development Specialist
Burden	Susan	Beach Cities Health District	Chief Executive Officer
Shigaki	Richard	City of Torrance	Director of Communications and Information Technol
Sedor	Beth	El Camino College	Asst. Director/Community Education & Development
Miller	Bob	Qual Pro Corp	Vice president
Coronel	Jean	Port of Los Angeles	
Norton	Jeremy	Osi Systems, Inc	Vice President, Investor Relations And Business De
Pierce	Jim	Waco Filters	Vice President
Vasak	Richard	Glentek Inc	Owner/President
Choi	Kevin	Pacific Metals Trading Inc	General Manager
Furey	Patrick		
Chen	Lin Chih	Solex Logistics Inc	General Manager
Violette	Courtney		
Medina	Guillermo	DANS Group, Inc.	
Benford	Van	Los Angeles Harbor College (LAHC)	SFP Program Specialist
Schneider	Ken	Schneider Sales & Marketing	Owner
Mena	Armando	Lennox Academy of Math, Science & Technology	Principal
Nishida	Melody	Spray Quick Inc	CFO
Conroe	Lillian	Governor's Office of Business and Economic Develop	Small Business Specialist
Williamson	Wesley		engineer
Howlett	Mike	Multiquip Inc	Vp Operations
Harris	Rhnee	SGPS Inc.	
Murakami	Larry	American Honda Motor Co	Engineering Manager
Aslanian	Harry	MGN Five Star Cinema, LLC	
Derrico	Tony		

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Garcia	Lorreta	LG Staffing Solutions on Demand, Inc.	
Rhymer	Mark	Toyota Motor Sales USA	Manager
Martinez	Fernando	Republic Lagun	
Elledge	Ray	Cmtc	Manager: Industry Development
Medina	Dan		
Uwadiale	Grace	Grace And Associates CPS	
Hefferman	John		
Lyon	Jessica	Bluff Cove Olive Oil Co.	
Huiza	Ricardo	SGL Group-The Carbon Company	Human Resources Manager
O. Ajayi	Sean	Ajayi, Sean	
Almeida	Steve	Almeida Insurance Group	
Hermosillo	Izzy	Mosaic	
Nishime	Jeanise		
Center	Steve	American Honda Motor Company, Inc	Vice President Of Acura Auto Sales
Cool	Chris	Northrop Grumman	Vice President Production Engineering
Lentz	Jim	Toyota	PRESIDENT
Ross	Ted	City of Los Angeles	General Manager (Information Technology Agency)
Vobecky	Bianca	Vobecky Enterprises, Inc.	
Sywak	Andy	City of Manhattan Beach	Economic Vitality Manager
Dawson	Chris	Chevron Corporation	Operations Training Supervisor
Viera	Kennia	SBWIB	
Guevara	Alex	Randa Metal Specialties	COO
Tung	Mitchell	Prime Wheel Corp	PRESIDENT
Roark	Joseph	Marlin Equity Partner	Operating PartnerChairman
Bolonos	Salomon	Precision Resources	Supervisor
Sarai	Andre	Weiss Sheet Metal Co	President
Ahn	Joseph	Northrop Grumman Aerospace Systems	
Akdag	Vedat	Metacomp Technologies	
McClure	Christine	Mosaic Silicon Valley	

INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Purdy	Richard	Mechanical Development	Designer
Malikar	Maral	Maral Designs	
Ramirez	Sandra	Honda	Project Manager
Keller	Steven	Redondo Beach Unified School District	Superintendent
Powell	Wayne		
Weng	Joe	State Farm Insurance Joe Weng Agency	
Wilder	Scott	Toyota Motor Sales Usa Inc	Operations Executive
Espinoza	Charline	Charline Espinoza dba Charline Espinoza Insurance	
Walton	Larry	JLW Subway 32883, LLC	
Grindstaff	Glenn	L-3 Communications	Vice President, Human Resources & Administration
Begin	Moshe	AVC Corp	President
Voss	Barbara	City of El Segundo	Economic Development Manager
Gonzalez	Asabia	Aquamax Car Wash, Inc.	
Shetti	Navin		Engineering Director
Fowkes	John	Joint Apprenticeship Committees of Northern Califo	Senior Apprenticeship Coordinator
Beardsley	Elyse	Industrial Lock & Security, Inc.	Youth Development Council
Girgis	Karim	Torrance High School	Principal
Truong	Wendy	Truong Wendy dba Wendy Truong Insurance	
Davis	Eric Davis	Department of Rehabilitation/Los Angeles South Bay	
McGarrity	Summer Hussein	McGarrity Medical	
Molale	Rob	Sewing Collections Inc. Garment Supplies.Com	
Hollingsworth	Teri	Hospital Association of Southern California	Vice President Human Resources Services
Perez	Antonia	Benefit Service Center, Inc.	
Jia	Liqun	National Pension Consultants, Inc.	
Reyes	Geoff	Servitek Solutions, Inc.	



INDIVIDUALS / ORGANIZATIONS INVITED TO 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: \_\_\_\_\_ SBWIB \_\_\_\_\_ )

Ashcraft	Heidi			
Daigle	Monica	Merle Norman Cosmetics		
Patel	Sam	Ah Machine Inc		Shop Manager
Cunningham	Kenneth	Cmag Motorcycle		Ceo/Owner
Cacheo	Francisco	Francisco Cacheo		
Kennedy	Steve	Skild Inc., dba Captin Tony's Pizza		
Mir	Dara	9 to 5 Seating		
Roberts	Jim	Functional Fenestration		
Sowinski	Daniel	Functional Fenestrationa		
Tito	Emerito	Mighty USA Inc		Sales Dapartment
Woods	Anne	Millennium Businesses Inc. dba Express Employment		
Mannon	Dr. George	Torrance Unified School District - Superintendent,		Superintendent
Vixie	Megan	Beach Cities Health District		HR Director
Fletcher	Scott	Virco Mnaufacturing Corp		Director of Product Engineering
Joffee	Selwyn	MOTORCAR PARTS OF AMERICA		PRESIDENT
Osorio	Clint	City of Gardena		Chief Financial Officer (also responsible for IT s
Elias	Michael	Hawthorne HS Engineering Academy		Teacher
Lawson	Kerianne	Beach Cities Health District		Director, Community Services
Newell	Mark, Dr.	Hawthorne HS		Principal
O'Brien	Dr. Gregory	Centinela Valley Union High School District - Supe		Superintendent
Pacheco	Lucas	Centinela Valley Unified High School District		Coordinator
Vixie	Megan	Beach Cities Health District		Director of Human Resources
Fuentes	Suzanne			
Jacobson	Carl			
Atkinson	Dave			
Fellhauer	Marie			
Dugan	Michael			
Engles	Mike	Action Freight INTL		









## Attachment III: Stakeholder Forum Participants

Tuesday, November 15, 2016 9:00 – 11:00 am, Verdugo Jobs Center		General Topic: Pathways to Middle Class	
Category	Last Name	First Name	Organization
Education	Chavez	Yanira	Burbank Unified School District (BUSD)
	James	Maurice	Glendale Unified School District (GUSD)
	Ramirez	Alfred	Glendale Community College (GCC)
	Rinder	Deb	GUSD
	Ritterbrown	Michael	GUSD/Verdugo Workforce Development Board (VWDB)
	Sanchez	Emma	GCC
	Swinton	Jan	GCC
	Urioste	Emilio	BUSD
Government	Cornejo	Dahlia	LA County - Department of Public & Social Services (DPSS)
	Hamzoian	Mary	City of Burbank, Econ. Dev/VWDB
	Oyewo	Olabisi	Employment Development Department (EDD)
	Ruiz	Manuel	LA County - CSS
	Solis-Bowman	America	EDD
	Valladares	Cesar	EDD
	Hinton-Jordan	Sory	EDD
	Hoff	Cherylynn	LA County
	Torrico	Sergio	LA County - DPSS
Community Organization	Bond	Maureen	Community Center of La Canada
	Federick	Kim	Jewish Vocational Services (JVS)
	Isaacs	Laura	Glendale Youth Alliance (GYA)
	Schlatter	Jason	Communitas
Business	Darcey	James	Copy Central/VWDB
	Tanakaya	Russell	Embassy Suites Glendale/VWDB
Labor	Koon	Gavin	Local 501/VWDB
VWDB One-Stop Center Staff	Mejia	Robert	VWDB
	Pranke	MaryAnn	VWDB
	Taimoorian	Sosseh	VWDB
	Velasco	Judith	VWDB
	Wagner	Joylene	VWDB
	Younesian	Melissa	Verdugo Jobs Center (VJC)

Monday, December 05, 2016 9:00 – 11:00 am, Verdugo Jobs Center			General Topic: Career Pathways
Category	Last Name	First Name	Organization
Education	Aghakhanian	Armond	Burbank Unified School District (BUSD)
	Chavez	Yanira	BUSD
	Dysthe	Diana	Verdugo Creative Technologies Consortium (VCTC)/BUSD
	James	Maurice	VCTC
	Moon	Dave	California State University, Northridge (CSUN)
	Ramirez	Alfred	Glendale Community College (GCC)
	Sato	Naomi	GCC - VESL Program
	Saunders	Rick	GUSD
	Shamieh	Rose Marie	GCC - Non Credit Division
	Swinton	Jan	GCC
	Verstraete	Andra	GCC Career Center
	Young	Jan	GCC- Continuing Education
Government	Becker	Marcel	Department of Rehabilitation (DOR)
	Carillo	Moises	City of Glendale
	Cornejo	Dahlia	LA County Department of Public & Social Services (DPSS)
	Gamboa	Maritza	EDD and LMID
	Isaacs	Laura	Glendale Youth Alliance (GYA)
	Martinolich	Lora	City of Glendale, Library
	Osipo-Peera	Nancy	DOR
	Oyewo	Olabisi	EDD
	Sanchez	Darlene	City of Glendale, Econ Dev./ Verdugo Workforce Development Board (VWDB)
	Plank	Donna	EDD
Community Organization	Gallard	Francesca	Burbank Temporary Aid Center (BTAC)
	Schlatter	Jason	Communitas
	Terantonians	Adrineh	So Cal Goodwill
	Cabezas	Livier	LA Care Health Plan
Business	Darcey	James	Copy Central/VWDB
	Hacopian	Nick	Glen West Management/VWDB
	Hogarth	Pam	Eido
Labor	Ford	William	IATSE Local 33/VWDB
VWDB One-Stop Center Staff	Mejia	Robert	VWDB
	Taimoorian	Sosseh	VWDB
	Velasco	Judith	VWDB
	Wagner	Joylene	VWDB
	Younesian	Melissa	Verdugo Jobs Center (VJC)

Thursday, December 08, 2016 9:00 – 11:00 am, Verdugo Jobs Center		General Topic: Industry-Valued Credentials	
Category	Last Name	First Name	Organization
Education	Chavez	Yanira	Burbank Unified School District (BUSD)
	Cuseo	Sharon	BUSD
	Henggeh	Elizabeth	Glendale Community College (GCC)
	Makijan	Narineh	Verdugo Creative Technologies Consortium (VCTC)/ Glendale Unified School District (GUSD)
	Ramirez	Alfred	GCC
	Rubke	Scott	GCC
	Russell	Sandy	GUSD Parent Teacher Student Association (PTSA)/ Verdugo Workforce Development Board (VWDB)
	Saucedo	Freddy	LA County Office of Education (LACOE)
	Sato	Naomi	GCC - VESL Program
	Shamieh	Rose Marie	GCC - Non Credit Division
	Swinton	Jan	GCC
Government	Becker	Marcel	Department of Rehabilitation (DOR)
	Castillo	Lauren	DOR
	Critchley	Jeff	Employment Development Department (EDD)
	Hinton-Jordan	Sory	EDD
	Oyewo	Olabisi	EDD
	Plank	Donna	EDD
	Torrico	Sergio	Department of Public & Social Services (DPSS)
Community Organization	Gebretatios	Yordanos	LA Care Health Plan
	Isaacs	Laura	Glendale Youth Alliance (GYA)
	Palencia	Roland	LA Care Health Plan
	Segura	Leticia	LA Care
	Schlatter	Jason	Communitas
	Turner	Sheryl	Pasadena Youth Build
Business	Burghdorf	Lucy	Hollywood Burbank Airport/VWDB
	Darcey	James	Copy Central/VWDB
	Hogarth	Pam	Eido
	Leon	Rocio	CMTC
	Palazzo	George	Motion Picture Industry Pension & Health/VWDB
	Romero	Veronica	PacFed Benefits Administrators/VWDB
VWDB One-Stop Center Staff	Mejia	Robert	VWDB
	Pranke	MaryAnn	VWDB
	Taimoorian	Sosseh	VWDB
	Wagner	Joylene	VWDB





**Los Angeles Regional Planning Unit  
Regional Plan**

**Attachment II.c.**

***Workforce System Stakeholder Forums and Engagement Process:***

***List of Individuals/Organizations that Attended Forums***



INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: City of Los Angeles WDB )

Last Name	First Name	Organization
1 Martin	Angelica	Youth Policy Institute
2 Ahhality	Walter	Southern CA Indian Center
3 Allen	Lamont	Job Corps
4 Allevato	Denise	EDD
5 Altepeter	Joe	Downtown Women's Center
6 Anderson	Brenda	EWDD
7 Appel	Samuel	LAHSA
8 Aranda	Arlene	Los Angeles Youth Network
9 Astreza	Pablo	Technical College
10 Baim	Marni	New Earth Life
11 Beatriz	Beatriz	NA
12 Bogdanow	Matthew	Self
13 Brandon	Linda	LA Job Corps/YWCA
14 Briggs	Erick	Network Kinection
15 Briscoe	Rich	
16 Bruton	Rhoda	Los Angeles Job Corps
17 Burks	Gregory	Workforce Connections
18 Bustamante	Cindy	The Wide World of Susan Wong
19 Cabral	Miguel	METRO
20 Canas	Jaemmie	Safeplace for Youth
21 Carmichael	Heather	My Friend's Place
22 Caro	Nadia	Archdiocesan Youth Employment Services (AYE)
23 Casper	Robert	Los Angeles Job Corps
24 Castillo	Vince	City of Los Angeles
25 Cerda	Aissa	ResCare - Boyle Heights
26 Chardlet	Laura	Los Angeles Unified School District Adult Education
27 Chicas	Joseph	LA Trade Tech College

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: City of Los Angeles WDB )

28	Colette	Amin	Neighborhood Council
29	Coller	Lauri	LA TAY Collaborative
30	Cooper	Angie	CRCD / LA Trade Tech College
31	Costello	Simon	Los Angeles LGBT Center
32	Crippens	David	Crippens and Associates
33	Davis	Carmen	C.E. Davis & Associates
34	Difilippis	Tracy	Goodwill Southern Calif.
35	Duran	Magdalena	El Proyecto del Barrio
36	Elsayed	Elaine	EDD
37	Espinoza	Sarah	Downtown Women's Center
38	Estvada	Raul	El Cantro de Ayuden
39	Flores	Aly	TransLatina Coalition
40	Forman	Adine	Hospitality Training Academy LA
41	Francis	Dennis	7-Eleven
42	Franklin	Victoria	Los Angeles Job Corps
43	Frausto	Marco	Ironworkers Local 416
44	Freire-Reyes	Mariella	City of Los Angeles Department of Aging
45	Gardner-Cruse	Marjorie	MCS Career Group
46	Gatt	Jonathon	
47	Gin	Garrett	Bank of America
48	Glass	David	BCatGrade
49	Glover	Myesha	Communications Workers of America
50	Gonzaga	Sarah	SEIU Local 2015
51	Gonzalez-Alford	Eliana	EDD
52	Guilla	Roberta	AYE South
53	Gullen	Isabel	Build LACCD
54	GUTIERREZ	Chad	94TH AERO SQUADRON RESTAURANT LOUNGE & EVENT
55	Gutierrez	Robert	Archdiocesan Youth Employment
56	Hernandez	George	East West Bank

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: City of Los Angeles WDB )

57	Hurst	Alison	Safe Place for Youth
58	Im	Hyepin	KCCD
59	Jacinto	Carmen	Goodwill Southern Calif.
60	James	Lidia	EDD
61	Jeanette	Robbins	LAHSA
62	Jennings	Gregory	LA Job Corps
63	Johnson	Leah	The Los Angeles Coalition
64	Jonason	Yvonne	ETP
65	Jurisc	Mark	International Longshoreman Workers Union
66	Keipp	Mary	UCLA CBL
67	Kuhnle	Adriana	CA Employment Development Department
68	La Cruz	Erika	TransLatina Coalition
69	Lee	Elis	City of Los Angeles
70	Lee	Robert	EDD Labor Market Information Division
71	Lee	Chris	Los Angeles Office of City Attorney
72	Lemos	Jessie	Goodwill Southern Calif.
73	Lopez	Sonia	Senator Holly J. Mitchell
74	Lopez	Raul	Los Angeles Homeless Services Authority
75	Lopez	Simon	Goodwill Southern Calif.
76	Lopez Novodor	Ruth	Beverly Oncology
77	Lozano	Phyllis	LAHSA
78	Lozofsky	Dina	Biocom
79	Lugo	Julia	CA Employment Development Department
80	Madu	Patrice	Youth Policy Institute
81	Manning	Antonio	JP Morgan Chase
82	Manuel-Esguerra	Marie Antoinette	Crenshaw WorkSource Center
83	Marinoff	Mike	Network Kinection
84	Mariz	Monica	LA LGBT Center
85	Marriott	Doug	LA Valley College
86	Martin	Llanet	LAVC
87	Martin	Angelica	Youth Policy Institute
88	Martin	Llanet	Los Angeles Community College District

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: City of Los Angeles WDB )

89	Martin	Angelica	Youth Policy Institute
90	Mary		Brotherhood Crusade
91	Mata	Luis	Department on Disability City of Los Angeles
92	May	Nayeli	Chrysalis, SFV
93	McCloskey	Kevin	Los Angeles LGBT Center
94	McKnight	Denise	CA Department of Rehabilitation
95	Mendelsohn	Herb	PermaCity Solar
96	Mendelsohn	Michaela	El Pollo West
97	Mendoza	Beatriz	Resident
98	Miller	Dr. Robert	Los Angeles Community College District
99	Mills	Regina	Los Angeles Office of City Attorney
100	Mizell-Burt	Jackie	Los Angeles County DPSS
101	Muela	Rosa	Staples Center/AEG
102	Ng	Johnson	PACE
103	Niuelua	Milo	Ascentium Capital
104	Oganyan	Ripsime	Archdiocesan Youth Employment Services
105	Olaes	Gia	Minority Aids Project
106	Orum	Gail	Keck Graduate Institute
107	Paige	Pamela	Watts/Los Angeles WorkSource Center
108	Pantoja	Ernesto	Laborsers Union
109	Pelayo	Martha	Los Angeles City College Foundation
110	Penn	Tenia	Los Angeles Job Corps
111	Perez	Sergio	Housing Works
112	Perez	Patricia	VPE Communications
113	Phillips	Kenn	The Valley Economic Alliance
114	Phillips	Kenn	Valley Economic Alliance
115	Person	Matthew	Employment Development Department Unemployment Insurance
116	Port	Jonathon	PermaCity Solar
117	Ramsawack	Sarah M.	Community Resident Stakeholder
118	Rattray	David	Los Angeles Area Chamber of Commerce
119	Richmond	James	Build LACCD
120	Rivas	Fidelina	HACLA-Watts Los Angeles Worksource
121	Robbins	Jeanette	LAHSA
122	Robinson	Anthony	LA Job Corps/WVCA

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: City of Los Angeles WDB )

123	Rosales	Angela	LA Homeless Services Authority
124	Rose	Rhonda	Community Career Development, Inc
125	Rutledge	Eunetra	Learn 4 Life
126	Ryan	Gia	Minority Aids Project
127	Salazar	Lisa	Mayor Office
128	Samuel	Appel	LAHSA
129	Santora	T	LA City WDB
130	Schubert	Dianna	Learn 4 Life Concept Charter Schools
131	Scoble	Margo	MCS Career Group
132	Scoles	Will	CA Department of Rehabilitation
133	Scott	Clarence	Brotherhood Crusade - YouthSource Center
134	Scoville	Carrie	Community Career Development, Inc.
135	Sgarbta	Sara	El Centro de Ayuden
136	Shelton	Sharon	YWCA LA
137	Simone	Yana	New Earth
138	Stark	Joseph	Los Angeles Unified School District Adult Education
139	Starr	Phillip	Hollywood WorkSource Center
140	Stewart	Charles	Office of Sen. Holly Mitchell
141	Thomas	Barbara St.	Safe Place for Youth
142	Tokumaru	Jan	CA Labor Federation Workforce & Economic Dev Prog
143	Trejo	Laura	City of Los Angeles Department of Aging
144	Trinidad	Raquel	LA Homeless Services Authority
145	Uribe	Alberto	Community Career Development, Inc.
146	Valladares	Cesar	CA Employment Development Department
147	Williams	Fred	LA Job Corps
148	Williams	Trika	Homeboy Industries
149	Williams Jr.	Carl	Minority Aids Project
150	Woo	Charles	Mega Toys
151	Yard	Amanda	Los Angeles Youth Network
152	Zamorano	Luz	Build Rehabilitation
153	Zuniga	Maretta	WFC

Above listing shows attendee names unduplicated, however, many of the above individuals attended more than one forum event.









INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

Individual	Last Name	First Name	Organization	Individual's Title (if known)
1	Monreal	Arthur	America's Job Center of California at Santa Fe Springs	Business Services Manager
2	Dibbini	Sally	Antelope Valley Adult School	Coordinator
3	Dibbini	Sally	Antelope Valley Adult School	Coordinator
4	Hale	LaVenia	Antelope Valley AJCC	Career Planner
5	Webb	Jim	Antelope Valley Boy Scouts of America	District Executive
6	Steinberg	Ann	Antelope Valley College	Director, Job Placement
7	Chege	Peter	Antelope Valley College	Dean HSS
8	O'Neil	Tom	Antelope Valley College	Dean
9	Radford	Steven	Antelope Valley Union High School District	Regional Director - College/Career Preparation
10	Branch	Maria	Antelope Valley Union High School District/Adult Education	Teacher, Resource & Support
11	Walker	Diane	Antelope Valley Union HS District	Dir. Ind. Liaison & Post-Sec. Partnerships
12	BAER	TUPEA	Antelope Valley YouthBuild	Academic Counselor
13	Freridge	Michelle	Asian Youth Center	Executive Director
14	Levi	Debra	AV High School District	Transition Specialist
15	Gilroy	Lori	AV Youthbuild	Placement Coordinator
16	McKinstry, Ed.D.	Elizabeth	AVUHSD	Director, CTE
17	Scott	Randall	AVUHSD	Industry Advisor
18	Radford	Steven	AVUHSD	Regional Director
19	Gallegos	Guadalupe	AYE	Program Coordinator
20	Herrera	Maricela	AYE	Program Coordinator
21	Gallegos	Guadalupe	AYE of CCLA	
22	Penaloza	Rosa	AYE of CCLA	Program Director
23	Soriano	Daniel	Azusa Adult School	School Counselor
24	Soriano	Daniel	Azusa Adult School	School Counselor
25	Michel	Albert	Bassett Adult School	principal
26	Maltes	John	Bassett Adult School	CTE Program Specialist
27	Espana	Virginia	Bassett Adult School	School Coordinator
28	Amer	Hallin	BOE	Intern
29	Williams	Candy	Calif Dept of Rehabilitation ( Norwalk)	Staff Services Manager 1
30	Lazaro	Adrian	California Department of Rehabilitation	Lead Employment Coordinator
31	Barrios	Jose	California Highway Patrol (CHP)	Officer/Recruiter
32	Zardeneta	Robert	CALÓ, Inc.	CEO
33	Penaloza	Rosa	Catholic Charities of LA - AYE	Program Director
34	Penaloza	Rosa	Catholic Charities of LA - AYE	Program Director

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

35	Uribe	Alberto	CCD	Executive Director
36	Loza	Armando	CCD	Site Manager
37	Loza	Armando	CCD	Site Manager
38	Delgado	Andrew	CCEO YouthBuild	President
39	Pallay Jr	Richard	CDC Small Business Finance	Economic Development Officer
40	McNeel	Clark	Century 21	
41	Malg	Jannet	Cerritos College	DSN- ATRE
42	Castellanos	Margie	children's institute, inc.	care coordinator
43	Moore	Alison	City of La Mirada	Community Development Manager
44	Sarega	Andrew	City of La Mirada	Councilman
45	Blackburn	Kari	City of Palmdale	Economic Development Manager
46	Blackburn	Kari	City of Palmdale	Economic Development Manager
47	Jones	Patricia "Trish"	City of Palmdale	Community Programs Coordinator
48	Covert	Denise	City of Santa Clarita	Economic Development Associate
49	Monterrosa	Karla	City of Santa Clarita	Administrative Analyst - Business Development
50	Ramirez	Ed	City of Santa Fe Springs	FHS Manager
51	Galvin-Surbatovic	Katie	City of Whittier	Business Development Manager
52	Kelley	Jeff	Civil Air Panel	Recruiter
53	Forrest	Jeffrey	College of the Canyons	VP, Economic Development
54	Bastine	Mike	College of the Canyons	CACT Director
55	Aaver	Keri	College of the Canyons/Santa Clarita AJCC	Director
56	Scoville	Carrie	Community Career Development, Inc.	Special Projects Coordinator
57	ROSE	RHonda	Community Career Development, Inc.	Director
58	Rosa	Garcia	Compton Youthbuild	LARYBC Proj YSSYA
59	Zemp	Trevor	County of Los Angeles	Assistant Regional Recreation Director
60	Tadena-Le	Lizelle	County of Los Angeles Child Support Services Department	Child Support Officer III
61	Evans	William	County of Los Angeles Department of Parks and Recreation	Assistant Regional Recreation Director
62	Jimenez	Lilly	Covina Public Library-Second Start Literacy Program	Literacy Coordinator
63	Rivera	Luay	Department Mental Health	
64	Befort	Mark	Department Mental Health	
65	Hilger	Jeff	Department of Education	
66	Dunston	Valencia	Department of Human Resources	Human Resource Analyst
67	McKnight	Denise	Department of Rehabilitation	Staff Services Manager
68	Diaz-Monreal	Erika	Department of Rehabilitation	Employment Coordinator
69	Carrillos	Grizelda	Department of Rehabilitation	Qualified Rehabilitation Counselor
70	Turrubiarres	Maria	Department of Rehabilitation	Staff Service Manager I

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS

(Jurisdiction: Los Angeles County)

71	Godinez	Fernando	Department of Rehabilitation - State of California	Employment Coordinator
72	Jones	Bennie	Dept of Rehab	Counselor
73	Smith	Dawnnesha	Dept. of Consumer and Business Affairs	Community Outreach Manager
74	Terry	Roberta	Desert Haven	Finance Director
75	Knight	Martha	Desert Haven Enterprises	Manager of Job Coach Services
76	Miller	Kathleen	Desert Haven Enterprises, Inc.	Program Director
77	Barrientos	Ana	DMH	Medical Case Worker
78	Pierce	Alesha	DOR	Counselor
79	Naing	Koko	DOR	AGPA
80	O'Callaghan	Mollie	DOR	Counselor
81	Kadrlik	Patt	DOR	Employment
82	Murillo	Rosa	DOR	Sr. Voc Rehab Counselor
83	Hunt	Victoria	DOR	Employment Coordinator
84	Cornez	Dahlia	DOR	HAS II
85	aryants	eva	DPSS	Gain Services Worker
86	Magana	Evelin	DPSS	Job Developer
87	Torrico	Sergio	DPSS	Human Services Administrator I
88	Torria	Sergio	DPSS	Human Services Manager
89	Coyne	Gail	DPSS	ELAC LAH3C Assist Director
90	Arreola	Melissa	East Los Angeles College	CTE pathways Presenter
91	Garcia	Vanessa	East Los Angeles College	CTE pathways Presenter
92	Salazar	Elizabeth	East San Gabriel Valley ROP	Counselor
93	Adler	Laurel	East San Gabriel Valley ROP	Supintendent
94	Evans	Elia	East San Gabriel Valley ROP/TC	Assistant Superintendent
95	Guzman	Celia	EDD	Program Manager
96	Schulenburg	Cindy	EDD	Program Manager
97	Puntuas	Eddie	EDD	Manager
98	Elsayed	Elaine	EDD	Employment Development Specialist
99	Frias	Jeannie	EDD	Program Manager
100	Perez	Jorge	EDD	Manager
101	Velasco	Joseph	EDD	Program Manager
102	Lugo	Julia	EDD	Field Office Manager
103	King	Olin	EDD	Deputy Division Chief
104	Carr	Phyllis	EDD	Program Manager
105	Lee	Robert	EDD - Labor Market Information	Labor Market Information Consultant
106	Kuhnle	Adriana	EDD / WDB Commissioner	Division Chief

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

107	Gonzalez	Pete	EDD Division Office	Division Program Coordinator
108	Chan	Connie	EDD Workforce Services	Deputy Division Chief
109	McNeel	Paz	EDD Workforce Services	Employment Program Manager 1
110	Gamboia	Maritza	EDD, Labor Market Information Division	Labor Market Consultant
111	Sims	Malek	EDD/Compton Worksource	Youth Specialist
112	Gamboia	Maritza	EDD-Labor Market Information Division	Research Analyst
113	Hernandez-Perez	Olga	EDD-Labor Market Information Division	Research Analyst
114	Hernandez-Perez	Olga	EDD-Labor Market Information Division	Research Analyst
115	Diaz	Paul	EI Monte Rosmead Adult	Counselor/Adult Ed
116	Nguyen	Frances	EI Rancho Adult Education Center	School Counselor
117	Ornelas	Armida	ELAC	Professor
118	Ornelas	Armida	ELAC	Professor
119	Eccascatiola	Evelyn	ELAC	SG Ed Ctr/ELAC
120	Aghakhanian	Armond	ELAC Foundation	Development Director
121	Rasheed	Mushsheer	Employed Security Service Center,In.	CEO
122	Drummer	Paula	Employment Development Service Center,In.	Employment Program Representative
123	White	Dinah	Employment Development Department	Alternate Manager
124	Reed-Williams	PrinceJames	employment development department	Employment Program Manager
125	Allan	Robert Dan	employment development department	Program Manager
126	Lee	Robert	Employment Development Department	Labor Market Information Consultant
127	Lee	Robert	Employment Development Dept - Labor Market Information	Labor Market Information Consultant
128	Jonason	Yvonne	Employment Training Panel	Economic Development Analyst
129	Oliva	Erix	EMUHSD	Counselor/Administrator
130	Collings	Chuck	ERUSD	Principal
131	Lemus	Mireya	Farmer John	HR Coordinator
132	Romo	Cesiah	First 5 LA - Best Start South EI Monte / EI Monte	Advisory
133	Wade	Karen	Foundation for Successful Solutions	President & CEO
134	Wade	Karen	Foundation for Successful Solutions	President & CEO
135	Hoffman	Jodie	Gateway SCV	AEBG Director (Interim)
136	Hoffman	Jodie	Gateway SCV	AEBG Director (Interim)
137	Maeyers	Kimberly	GAVEA	President
138	Gowdy	Kelly	Genesis	Human Resources
139	Del Portillo	Ruben	Genesis-ATC	Regional Manager
140	Del Portillo	Ruben	Genesis-ATC	Resource Recovery Regional Manager
141	Mills	Kevin	GLAD-EDD	Placement Coordinator
142	Levise	Diane	Goodwill	Program Manager

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

143	Marsh	James	Goodwill	Program Manager
144	Alvarez	Raymond	Goodwill	Business Service Coordinator
145	Galdamez	Suggey	Goodwill - South Valley WSC	Career Service Specialist
146	Difilippis	Tracy	Goodwill So Cal	Sector Strategies Manager
147	Santamaria	David	Goodwill South Valley AJCC	Business Service Rep
148	Bond	Anna	Goodwill Southern California	Regional Director
149	Marsh	James	Goodwill Southern California	Program Manager
150	Marsh	James	Goodwill Southern California	Program Manager
151	Marsh	James	Goodwill Southern California	Program Manager
152	Morgan	Joel	Goodwill Southern California	Regional Director WCD Programs
153	Morgan	Joel	Goodwill Southern California	Regional Director of WCD Programs
154	Conliffe	Shantae	Goodwill Southern California	Service Coordinator
155	Evans	Carole	Goodwill Southern California	Program Manager
156	Parulan-Colfer	Cynthia	Goodwill Southern California - South Valley AJCC	Program Manager
157	Franco	Mary Margaret	Hacienda La Puente USD	Superintendent
158	Paige	Pamela	Hacienda La Puente USD	Superintendent
159	Magallanes	Tony	HACLA	Consultant
160	Castillo	Edith	Heat and Frost Insulators Local 5 JATC	Workforce Development & Section 3 Manager
161	Babb	Candyce	Hornel Foods - Farmer John	Administrator & Training Director
162	Duarte	Alejandra	Housing Authority County of Los Angeles	Human Resources Manager
163	Martinez	Alejandro	Hub Cities Consortium	Program Specialist III
164	Robles	Amber	Hub Cities Consortium	Management Analyst
165	Martinez	Jose	Hub Cities Consortium	Employment Specialist
166	Ruiz	Judith	Hub Cities Consortium	Clerical Assistant
167	Xochitmil	Lorena	Hub Cities Consortium	Executive Director
168	Torres	Paula	Hub Cities Consortium	Career Planner I
169	Rodriguez	Rita	Hub Cities Consortium	Employment Specialist
170	Ibarra	Ruben	Hub Cities Consortium	Career Planner I
171	Nieto	Marisol	Hub Cities Consortium AJCC	Programs Supervisor
172	Templin	Jane	IBEW	Career Planner I
173	Banks	Estella	Instructional Lead	HR-Staff Administrator
174	Amos	Glenna j	JACC-SASSA	Outreach Director
175	Hernandez	Claudia	JVS AJCC	Lynwood Comm. Adult School
176	Jaramillo	Tony	JVS WLA	Assessment counselor
177	Avila	Julie	L.A. County DPSS	Program Manager
178	Valenzuela	Frances	L.A. CADA	BSR Manager
				Business Services Specialist
				Director of Residential Services



INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

179	Birdsall	Heather	LA Area Chamber	Director, Smart Justice
180	Campos Rivera	Sonia	LA Area Chamber of Commerce	Director, Ed Policy
181	Robledo	Lisa	La Cada-CCTRP	Vocational Counselor
182	Robles	Denise	LA CAUSA YouthBuild	Executive Director
183	Ramirez	Luis	LA CAUSA YouthBuild	Job Developer
184	Thompson	Larry	LA Chamber	Consultant
185	Gold-Haws	Leah	LA CITD	DSN Global Trade & Logistics/ CITD Director
186	Martinez	Norma	LA COUNTY	District Director
187	Lawrence	Shin	LA County	
188	Purfoy	Sabra	LA County DCBA	Program Chief
189	Dunston	Valencia	LA County Department of Human Resources	HR Analyst
190	Andrade	Lizette	LA County Department of Parks and Recreation	Recreation Services Supervisor
191	D'Antonio	Rossana	LA County Department of Public Works	Deputy Director
192	D'Antonio	Rossana	LA County Department of Public Works	Deputy Director
193	Torres	Penny	LA County HR	HR Analyst
194	Verduzco-Vega	Erick	La county wdb	Chairman
195	Cajayon	Chito	LA Trade Tech College	Dean
196	Volic	Ena	LA Transition Age Youth Collaborative	consultant
197	Hannan	Chris	LA/OC Building & Construction Trades Council	Council Representative
198	McNeil	Brian	LABWC	Carpenter
199	Ramirez	Louis	LACAUUSA	Job Developer
200	Manguramas	David	LACOE	CDP Supervisor
201	Mitchell	Nashon	LACOE	CDPS
202	Carlson	Kimberly	LACounty Office of Education	Career Development Program Assistant
203	Levine	Barbara	LAEDC	Senior District Manager
204	Moore	Daina	LAEDC	District Manager
205	Machuca	Robert	LAEDC	District Manager
206	Wilson	Marcia	LATTC	Director of Workforce Development
207	Madrid	Anna	LAUSD	Principal
208	Vela	Brenda	LAUSD - Abram Friedman OC	CTE Adviser
209	Gomez	Victor	LAUSD/DACE	Assistant Principal
210	CALDERON	SERGIO	LAUSD/MAYWOOD	Teacher Assitant/Councilman
211	watanabe	dan	LAVC	DSN
212	Rutledge	Eunetra	Learn 4 Life	Community Liaison
213	Rutledge	Eunetra	Learn 4 Life	Community Liaison
214	Serrano	Fernando	Learn4Life	Director of School Development

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

215	Chase Valerie	Learn4Life	Vice President
216	Schubert Deanna	Learn4Life Concept Charter Schools	Community Liaison
217	Gumucio Lori	Little Brothers Bakery	Office Manager
218	Annino Sandy	Long Beach Job Corps	Business Community Liaison
219	Lottier DeAndrea	Los Angeles Black Worker Center	Project Coordinator
220	Davis Adriene	Los Angeles City College	Academic Affairs Dean, Economic & Workforce I
221	Mora Fabiola	Los Angeles City College	Asst. Dean
222	JOHNSON GREGG	los angeles county arts commission	Program Manager
223	JOHNSON GREGG	los angeles county arts commission	Program Manager
224	Gaines Jerry	Los Angeles County Commission For Older Adults	Commissioner
225	Santa Maria Guillermo	Los Angeles County Department of Public Social Services	GAIN Services Worker
226	Atmore Ronald	Los Angeles County Dept. of Parks and Recreation	Recreation Services Supervisor
227	Chow Julio	LOS ANGELES COUNTY OFFICE OF EDUCATION	Career Development Program Supervisor
228	Ross Onica	Los Angeles County Office of Education	Career Development Program Supervisor
229	Carpio Raul	Los Angeles County Office of Education	Management Coordinator
230	Sandoval Sarah	Los Angeles County Office of Education	Career Development Program Assistant
231	Smith Vendon	Los Angeles County Office of Education	Career Development Program Specialist
232	Mitchell Nashon	Los Angeles County Office of Education	Career Development Program Specialist
233	Gonzales Juana (Alice)	Los Angeles County Parks and Recreation	Recreation Services Supervisor
234	Curry Susan	Los Angeles County Parks and Recreation	Recreation Services Manager
235	Jimenez Juan	Los Angeles Unified School District	Principal
236	Aranda Arlene	Los Angeles Youth Network (LAYN)	Employment Specialist
237	Smith Bambi	Lynwood Community Adult School	Principal
238	Quiles Ana	MANA NURSERY	Business owner
239	Markaryan Ripsime	Managed Career Solutions, Inc	Program Director
240	Markaryan Ripsime	Managed Career Solutions, Inc	Program Director
241	Altonnian Alexis	MCS	Program Director
242	Gaitan Gloria	MCS	Counselor
243	Salazar Lorena	MCS	Case Manager
244	Starr Phillip	MCS	Executive Director
245	Chick Kati	Monrovia Adult School	Job Developer
246	Macchia Natalie	Monrovia USD	Counselor
247	Fimbres Henry	Montebello Community Adult School	Teacher
248	Davis Kathy	Montebello Community Adult School	Program Specialist
249	Davis Kathy	Montebello Community Adult School	Program Specialist
250	Perez Colleen	Montebello Unified School District	Pathways Coordinator

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

251	Pearson	Tami	Mt. SAC	Associate Dean
252	Whetstone	Ryan	Mt. San Antonio College	Manager
253	Whetstone	Ryan	Mt. San Antonio College	Manager
254	Vázquez	Angela	National Center For Youth Law	Education Policy Manager
255	Collier	Yesenia	National Center for Youth Law	Foster Youth Education Liaison
256	Freese	Paul	Neighborhood Legal Services of L.A.	Director of Litigation & Policy Advocacy
257	Waddell	Lambreni	Neighborhood Legal Services of LA County	Director of Community Engagement
258	Bauer	Mariya	New Opportunities	Reentry Coordinator
259	Guzman	Paul	New Opportunities Organization	Executive Director
260	Bryant	Edie	No. LA County Regional Center	Consumer Services Supervisor
261	Eshrati	Gabriela	North LA County Regional Center	Consumer Services Supervisor
262	Watts	Kathryn	North Los Angeles County Regional Center	Consumer Services Supervisor
263	Diaz Madrid	Alfredo	PATH	Associate Director, Employment Services
264	Watts	Jonae	PATH	Sr. Employment Specialist
265	Ante	Karla	Pathways	CTE Coordinator
266	Medina	Dr. Enrique	Pomona USD	Director - Career Readiness
267	Cerda	Erick	Probation Dept	DPO II
268	Evans	Mozella	Probation Dept	Probation Officer
269	Cheng	Becky	Rep. Judy Chu	District Director
270	Herzfeld	Shari	Rio Hondo College	Deputy Sector Navigator - Health LA
271	Rodriguez	Lorge H	Rodriguez Consulting Group	Principal
272	Bettar	Rocky	Rowland Adult & Community Education	Director
273	Hendrickson	Steve	Royal Family MHL	Manager
274	Yanez	Michelle	San Gabriel Valley Economic Partnership	Director of Education Pathways
275	Mullen	Patrick	Santa Clarita Valley Signal	Business Editor
276	rounds	william	santa fe springs	mayor pro-tem
277	Fink	Kathie	Santa Fe Springs Chamber of Commerce	CEO
278	Ryan	Joyce	Santa Fe Springs City Library	Library Services Division Director
279	Deleon	Francisco	SASSFA	Program Director
280	Capp	Jennifer	SASSFA	Program Supervisor
281	Kain	Kirk	SASSFA	Executive Director
282	Arellano	Sue	SCVEDC	Business Assistance Manager
283	Schroeder	Holly	SCYEDC	President/CEO
284	Gonzaga	Sarah	SEIU Local 2015	Researcher
285	Castro	Yolanda	SELACO WDB	Executive Director
286	Diesson	Scott	SER Job for Progress- El Monte	Case Manager

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

287	Irving	Catherine	Ser Jobs for Progress, Inc.	CASE MANAGER
288	Romero	Herbert	SGVCC	Support Services
289	Shah	Claudia	Small Business Development Center (SBDC)	SBDC Lead Adviser
290	Keys	Debi	Southern Kern Unified	Ass. Principal
291	Gallindo	Patty	Southern Kern Unified School District	Principal's Secretary/College Coordinator
292	Smith	Tyrone	SSG/Hopics	Employment Specialist
293	Holguin	Pete	State of California	Program Manager
294	Millan	Juan	State of California EDD Labor Market Information Division	LMI Consultant
295	MILLAN	JUAN	State of California Labor Market Information Division	LMI CONSULTANT
296	Jimenez	Laura	State Senator Ed Hernandez	Senior District Representative
297	Jimenez	Laura	State Senator Ed Hernandez	Senior District Representative
298	Al-khatib	Kamal	The Guidance Charter School	Executive Director
299	Vega	Franco	The RightWay Foundation	CEO
300	Sartin	Nicole	The Salvation Army	Career Dev. Specialist
301	Smith	Charles	The Salvation Army HAVEN	Employment Relationship Manager
302	Anderson	Lisa	The Salvation Army Haven	Community Integration Manager
303	Hill	Cody	Tri-Cities ROP	College & Career Pathways Advisor
304	Sanchez	Richard	U.S. Department of Veterans Affairs	Vocational Rehabilitation Specialist
305	Prim	LaViva	Union Station Homeless Service	Director of Career Development
306	MINCHACA	VERONICA	United American Indian Involvement	WORKFORCE COORDINATOR
307	MINCHACA	VERONICA	United American Indian Involvement	WORKFORCE COORDINATOR
308	Wilson II	Rodney	Unity Consulting & Contracting Inc.	CEO/President
309	Baggish	Mindy	University of La Verne	Assistant Dean of Career Services
310	Gardea	Jose	Urbanism Advisors	Compliance Operator
311	Perez	Monica	Veterans Youth Career	Business Services Manager
312	Eng	Bryant	VYCC	HACLA
313	Maddela	Anthony	WATTS/LA Worksource	Principal
314	Lee	Candace	West Valley Occupational Center	Assistant Principal
315	Monson	Devon	Whittier Adult School-WUHSD	Interim Administrator
316	Moore	Cherise	William S. Hart Union HSD	Program Director
317	Burks	Greg	Workforce Connections	PD
318	Burks	Gregory	Workforce Connections	President/CEO
319	Zuniga	Mareta	Workforce Connections	Marketing Director
320	Montes	Martha	World Financial Group	Career Coordinator
321	Martinez	Sofia	WUHS District	Career Service Coordinator
322	Marquez	Sarah	WUHSD	

INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: Los Angeles County)

323	Sanchez	Omar	Youth Policy Institute	College Career Specialist
324	Gambino	Jaqueline		
325	Carter	Anthony	Yusen Logistics	
326	Roberts	Deborah		
327	DePerno	Lynda		CACT Coordinator
328	Salazar	Pete		Child Support





INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: SELACO WDB)

Individual	Last Name	First Name	Organization	Individual's Title (if known)
1	Alfaro	Eliana	Employment Development Department	
2	Alfaro	Eliana Gonzales	Employment Development Department	
3	Anino	Sandy	Long Beach Job Corps	
4	Banuelos	Jessica	Pathways Community Services	
5	Beltran	Paolo	City of Lakewood	
6	Carter	Alexis	Employment Development Department	
7	Castellanos	Allison	SELACO WDB Chair, Allison Tutoring	
8	Cornejo	Dahlia	CAIWORKS/GAIN Division, DPSS	
9	Diaz	Victor	Salvation Army Bell Shelter	
10	Garg	Amita	Infotech Career College	
11	Gentle	Diamond	Salvation Army	
12	Gonzalez	Lena	Microsoft	
13	Grafton	Cindy	Downey Adult School	
14	Hernandez	Olga	Employment Development Department	
15	Hyun	Bing	City of Norwalk	
16	Joseph	Jack	SELACO WDB Policy Board	
17	Kadrik	Patt	Department of Rehabilitation	
18	Kain	Kirk	SASSFA	
19	King	Olin	SELACO WDB Member, EDD	
20	Leon	Zoey	Cerritos College	
21	Levine	Barbara	SELACO WDB Member, LAEDC	
22	Malg	Jannet	Cerritos College	
23	Martinez	Claudia	The Arc Los Angeles and Orange Counties	
24	Martinez	Stephanie	Microsoft	
25	Moore	Gloria	LA Valley College	
26	Nguyen	Vivien	Employment Development Department	
27	Noble	Bruce	Rio Hondo College	
28	Pavone	Rocky	Heartland	
29	Perez	Kim	Community Family Guidance Center	
30	Phu	Linda	Employment Development Department	
31	Pinedo	Mary	ABC USD	
32	Ponce	Sayaka	Field of Dreams Learning Center	
33	Reese	John	WFG Heartland	



INDIVIDUALS / ORGANIZATIONS ATTENDING THE 2016 REGIONAL WORKFORCE DEVELOPMENT PLAN FORUMS  
(Jurisdiction: SELACO WDB)

Individual Last Name	First Name	Organization	Individual's Title (if known)	
34	Rochin	Bianca	Downey Adult School, PACE	
35	Silva	Hector	Employment Development Department	
36	St. James	Karen	Southern California Alcohol & Drug Program	
37	Stephens	Jefferey	The Arc Los Angeles and Orange Counties	
38	Stephens	Mary Kay	NLMUSD	
39	Todd	Sharon	SELACO WDB Member, NLMUSD, PACE	
40	Vargas	Maite	The Arc Los Angeles and Orange Counties	
41	Vasquez	Graciela	Cerritos College, PACE	
42	Vuong	Michael	Office of Congresswoman Linda Sanchez	
43	Williams	Candy	SELACO WDB Member, Department of Rehab	
44	Castro	Yolanda	SELACO WDB	
45	Clements	Marjean	SELACO WDB	
46	Coronel	Corina	SELACO WDB	
47	Dang	Tam	SELACO WDB	
48	Fakhouri	Renee	SELACO WDB	
49	Ferranti-Lansdown	Tammy	SELACO WDB	
50	Isabelo	Anna	SELACO WDB	
51	Leon	Anna	SELACO WDB	
52	Michel	Sandra	SELACO WDB	
53	Reyes-Davis	Carol	SELACO WDB	
54	Sandoval	Ben	SELACO WDB	
55	Shinder	David	SELACO WDB Consultant	
56	Chamberlin	John	SELACO WDB Consultant	
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## Attachment III: Stakeholder Forum Participants

Tuesday, November 15, 2016 9:00 – 11:00 am, Verdugo Jobs Center			General Topic: Pathways to Middle Class
Category	Last Name	First Name	Organization
Education	Chavez	Yanira	Burbank Unified School District (BUSD)
	James	Maurice	Glendale Unified School District (GUSD)
	Ramirez	Alfred	Glendale Community College (GCC)
	Rinder	Deb	GUSD
	Ritterbrown	Michael	GUSD/Verdugo Workforce Development Board (VWDB)
	Sanchez	Emma	GCC
	Swinton	Jan	GCC
	Urioste	Emilio	BUSD
Government	Cornejo	Dahlia	LA County - Department of Public & Social Services (DPSS)
	Hamzoian	Mary	City of Burbank, Econ. Dev/VWDB
	Oyewo	Olabisi	Employment Development Department (EDD)
	Ruiz	Manuel	LA County - CSS
	Solis-Bowman	America	EDD
	Valladares	Cesar	EDD
	Hinton-Jordan	Sory	EDD
	Hoff	Cherylynn	LA County
	Torrico	Sergio	LA County - DPSS
Community Organization	Bond	Maureen	Community Center of La Canada
	Federick	Kim	Jewish Vocational Services (JVS)
	Isaacs	Laura	Glendale Youth Alliance (GYA)
	Schlatter	Jason	Communitas
Business	Darcey	James	Copy Central/VWDB
	Tanakaya	Russell	Embassy Suites Glendale/VWDB
Labor	Koon	Gavin	Local 501/VWDB
VWDB One-Stop Center Staff	Mejia	Robert	VWDB
	Pranke	MaryAnn	VWDB
	Taimoorian	Sosseh	VWDB
	Velasco	Judith	VWDB
	Wagner	Joylene	VWDB
	Younesian	Melissa	Verdugo Jobs Center (VJC)

Monday, December 05, 2016 9:00 – 11:00 am, Verdugo Jobs Center			General Topic: Career Pathways
Category	Last Name	First Name	Organization
Education	Aghakhanian	Armond	Burbank Unified School District (BUSD)
	Chavez	Yanira	BUSD
	Dysthe	Diana	Verdugo Creative Technologies Consortium (VCTC)/BUSD
	James	Maurice	VCTC
	Moon	Dave	California State University, Northridge (CSUN)
	Ramirez	Alfred	Glendale Community College (GCC)
	Sato	Naomi	GCC - VESL Program
	Saunders	Rick	GUSD
	Shamieh	Rose Marie	GCC - Non Credit Division
	Swinton	Jan	GCC
	Verstraete	Andra	GCC Career Center
	Young	Jan	GCC- Continuing Education
Government	Becker	Marcel	Department of Rehabilitation (DOR)
	Carillo	Moises	City of Glendale
	Cornejo	Dahlia	LA County Department of Public & Social Services (DPSS)
	Gamboa	Maritza	EDD and LMID
	Isaacs	Laura	Glendale Youth Alliance (GYA)
	Martinolich	Lora	City of Glendale, Library
	Osipo-Peera	Nancy	DOR
	Oyewo	Olabisi	EDD
	Sanchez	Darlene	City of Glendale, Econ Dev./ Verdugo Workforce Development Board (VWDB)
	Plank	Donna	EDD
Community Organization	Gallard	Francesca	Burbank Temporary Aid Center (BTAC)
	Schlatter	Jason	Communitas
	Terantonians	Adrineh	So Cal Goodwill
	Cabezas	Livier	LA Care Health Plan
Business	Darcey	James	Copy Central/VWDB
	Hacopian	Nick	Glen West Management/VWDB
	Hogarth	Pam	Eido
Labor	Ford	William	IATSE Local 33/VWDB
VWDB One-Stop Center Staff	Mejia	Robert	VWDB
	Taimoorian	Sosseh	VWDB
	Velasco	Judith	VWDB
	Wagner	Joylene	VWDB
	Younesian	Melissa	Verdugo Jobs Center (VJC)

Thursday, December 08, 2016 9:00 – 11:00 am, Verdugo Jobs Center			General Topic: Industry-Valued Credentials
Category	Last Name	First Name	Organization
Education	Chavez	Yanira	Burbank Unified School District (BUSD)
	Cuseo	Sharon	BUSD
	Hengeh	Elizabeth	Glendale Community College (GCC)
	Makijan	Narineh	Verdugo Creative Technologies Consortium (VCTC)/ Glendale Unified School District (GUSD)
	Ramirez	Alfred	GCC
	Rubke	Scott	GCC
	Russell	Sandy	GUSD Parent Teacher Student Association (PTSA)/ Verdugo Workforce Development Board (VWDB)
	Saucedo	Freddy	LA County Office of Education (LACOE)
	Sato	Naomi	GCC - VESL Program
	Shamieh	Rose Marie	GCC - Non Credit Division
	Swinton	Jan	GCC
Government	Becker	Marcel	Department of Rehabilitation (DOR)
	Castillo	Lauren	DOR
	Critchley	Jeff	Employment Development Department (EDD)
	Hinton-Jordan	Sory	EDD
	Oyewo	Olabisi	EDD
	Plank	Donna	EDD
	Torrico	Sergio	Department of Public & Social Services (DPSS)
Community Organization	Gebretatios	Yordanos	LA Care Health Plan
	Isaacs	Laura	Glendale Youth Alliance (GYA)
	Palencia	Roland	LA Care Health Plan
	Segura	Leticia	LA Care
	Schlatter	Jason	Communitas
	Turner	Sheryl	Pasadena Youth Build
Business	Burghdorf	Lucy	Hollywood Burbank Airport/VWDB
	Darcey	James	Copy Central/VWDB
	Hogarth	Pam	Eido
	Leon	Rocio	CMTC
	Palazzo	George	Motion Picture Industry Pension & Health/VWDB
	Romero	Veronica	PacFed Benefits Administrators/VWDB
VWDB One-Stop Center Staff	Mejia	Robert	VWDB
	Pranke	MaryAnn	VWDB
	Taimoorian	Sosseh	VWDB
	Wagner	Joylene	VWDB



**Los Angeles Regional Planning Unit  
Regional Plan**

**Attachment II.d.**

***Workforce System Stakeholder Forums and Engagement Process:***

***Summary of Youth Stakeholder Engagement: Challenges and  
Recommendations for Disconnected Youth***



Attachment II, d Challenges and Recommendations for Disconnected Youth

Los Angeles Basin Regional Plan Challenges and Opportunities for Disconnected Youth	
Key Challenges Identified from Interviews with Regional Stakeholders	Proposed Next Steps and Opportunities:
<p><b>Priority in Engaging Disconnected Youth:</b> Challenges include mixed levels of commitment, attention, resources and supportive service for recovering and reengaging out of school disconnected youth across the Los Angeles Basin, along with the need to restructure Workforce Development Board contracts that are more responsive to the needs of disconnected youth.</p>	<p><b>Recovery and Reengagement:</b> Replicate and expand local and regional efforts to create innovative and comprehensive recovery and reengagement strategies for disconnected youth who are out of school by reintegrating them back into the educational system and encouraging multiple pathways to prepare them for college and career success.</p> <p><b>Contracting Opportunity:</b> Share examples from Workforce Development Boards that have restructured contracts to reduce contractual requirements that are excessively burdensome or may not serve their intended purpose and create incentives for potential contractors to address the real needs of disconnected youth and reflect youth development best practices:</p>
<p><b>Systemic Barriers:</b> Skill development and credentials will be insufficient for disconnected youth to achieve equitable employment across race and ethnicity without successful efforts to overcome systemic barriers to employment, such as disparities in skill development, program participation, exclusionary hiring policies, implicit bias, hostile work climates, and lack of robust availability of transportation and childcare.</p>	<p><b>Reduce Systemic Barriers:</b> Replicate and expand effective regional strategies for reaching out to, engaging, and successfully serving out of school disconnected youth with significant employment barriers and connecting them to sector pathway that expand opportunities to return to school, enroll in training programs, and find paid employment this could include the development of local agreements that recruit and serve this population.</p>
<p><b>Disconnected Data Systems:</b> Interoperability among multiple education, workforce, social services and other data systems that inhibit coordination and alignment across the multiple systems that serve disconnected youth along with fragmented data systems that constrain the flow of information to improve results and finally the administrative requirements that impede holistic approaches in serving disconnected youth.</p>	<p><b>Data Sharing Agreements and Collective Performance Measures:</b> Replicate and expand opportunities to capture lessons learned from existing data sharing agreements among the Workforce Development Boards that are addressing interoperability between multiple systems (education, health and mental health, workforce development, job training, housing, social services and criminal justice) and are focused on assembling data from various systems that set priorities, goals, and benchmarks, data analysis of the need for multi-pronged interventions, managing and linking data, maintaining data quality, and protecting privacy.</p> <p>Consider supporting a regional process to create a common set of shared performance measures that could provide better information and tools that would enable Workforce Development Boards to collectively track progress, direct resources to strategies that work and to measure and evaluate successful practices that would guide policies and support innovative approaches that improve service delivery for disconnected youth.</p>
<p><b>Challenges in Sharing Best Practices:</b> No regional portal to capture and share effective approaches and “lift up” best practices in supporting disconnected youth has resulted in limited evidence about effective models and strategies that support positive outcomes for disconnected youth and a wide-ranging level of awareness and knowledge about the evidence that does exist.</p>	<p><b>Build a Community of Practice:</b> Support the development of a regional platform that could drive innovation, share lessons learned and best practices that effectively coordinate multiple systems and programs serving disconnected youth and disseminate practitioner’s tools for measuring and evaluating outcomes along with key findings to inform practitioner’s and policymakers.</p>



Attachment II, d Challenges and Recommendations for Disconnected Youth

<p><b>Cross-Sector Partnerships:</b> Strengthen local and regional cross-sector partnerships that increase coordination between multiple public agencies and service providers in providing an innovative service delivery system change strategies that is seamless, integrated and can meet the education, employment, housing, health and other needs of disconnected youth.</p>	<p><b>Multi-System Approaches:</b> Replicate and enhance cross-sector collaborations that are currently being led by the Workforce Development Board's and are surfacing innovative new solutions that are achieving better outcomes and producing demonstrated results for disconnected youth.</p>
<p><b>Limited Employment Opportunities:</b> Structural shifts in the region's job market have resulted in the lack of job creation and supply along with increasingly scarce career on-ramps and heightened competition for jobs has led to high levels of unemployment, hidden unemployment and underemployment for disconnected youth.</p>	<p><b>Labor Market Engagement:</b> Replicate, enhance and scale up current innovative approaches that focus on the development of multiple diverse pathways, job training programs that are employer driven and linked to specific career pathways, supportive services that reduce barriers to employment for disconnected youth from achieving success in jobs and careers.</p>
<p><b>Enhance Regional Coordination and Communication:</b> The necessity for increased coordination and communication across the region between the Workforce Development Boards that would strengthen and connect comprehensive approaches that meet the multi-faceted needs of disconnected youth.</p>	<p><b>Support Ongoing Coordination and Communication:</b> Replicate and enhance current partnerships and shared initiatives between Workforce Development Board's that has effectively addressed communication barriers, connected data systems, implemented a governance structure that has effectively manages diverse partners, aligned public systems and increased coordination in reconnecting disconnected youth to education, employment, housing and career attainment.</p>
<p><b>Increase Capacity for Partnership Development:</b> Build and enhance coordinating capacity between the Workforce Development Board's and civic and private-sector partnerships that would result in the efficient and effective delivery of locally designed strategies and solutions that improve outcomes for disconnected youth in achieving success in meeting educational, employment, and other key lifelong development goals.</p>	<p><b>Enhance Partnership Development:</b> Create a "gateway" for the Workforce Development Board's to strengthen and advance current innovative partnerships between local governments, non-profits, businesses and philanthropy that would propel evidence-based practices and interventions and enable partners to focus on what works and the strengthen the capacity of the region in providing wraparound services to improve education, employment, and social outcomes for disconnected youth.</p>
<p><b>Private sector employment coordination – sector strategies for disconnected youth</b> Efforts to engage employers in career pathways for disconnected youth are siloed across WDBs and even contractors within WDBs. Many WIOA contractors lack capacity to effectively engage with private sector employers, and effective efforts are not scaled or coordinated to provide access to youth regionally.</p>	<p><b>Jointly identify and fund sector intermediaries across L.A. County to create employer partnerships and pathways in specific sectors and coordinate with contractors across all 7 WDBs.</b></p>
<p><b>Enhance Joint Marketing, Communications, and Coordinated Referrals</b> Outreach to disconnected youth has historically been conducted regionally, divided amongst the 7 WDBs. Each region has different branding, contractors, programming, eligibility priorities, and outreach strategies. This creates a confusing maze of services for community programs and agencies that work with youth across L.A. County, especially those that work with foster and probation youth. One DCFS case manager may serve youth in the San Gabriel valley, Lancaster, Long Beach, and Compton, requiring knowledge of each areas different systems and contractors.</p>	<p><b>As part of WIOA regional planning, create a centralized referral data system for disconnected youth.</b> At a minimum, the 7 WDBs should create a single referral website to direct all youth to one place for information about WIOA services and to identify their closest provider. Ideally youth or a case manager would be able to input the youth's information and the referral would be automatically directed to the closest eligible provider.</p>

Attachment II, d Challenges and Recommendations for Disconnected Youth

<p><b>Siloed efforts to engage with countywide child welfare and probation systems</b> While the 7 WDBs operate regionally, the county offices of child welfare and probation operate countywide. Regional offices for DCFS do not align well the 7 WDB regions. This has resulted in siloed and piecemeal efforts by the 7 WDBs to engage with these countywide offices. Notably there is a lack of strategic coordination even between the County WDB and County child welfare and probation departments. DCFS and Probation have developed their own contracts with individual WDBs and community-based providers, rather than developing a comprehensive plan to coordinate workforce services across the entire region and all 7 WDBs. For youth in probation camps, there is no comprehensive strategy to co-enroll them in WIOA prior to their release and connect them to workforce services.</p>	<p>Establish a working group of representatives from each WDB, DCFS, Probation, and LACOE to develop a joint plan for outreach, enrolling, and serving the county's system-involved youth. Probation and DCFS should help identify contractors across L.A. County with capacity and skills to best serve their populations, and create strategic contracts with these programs to coordinate WIOA, DCFS, and Probation funding</p>
<p><b>Documentation delays</b> Documentation is a huge barrier for many disconnected youth, and especially foster youth, that often stalls the enrollment process. Youth are required to provide documentation before enrollment, but youth may never return after being sent away to get their papers.</p>	<p>Propose that contractors be allowed to conditionally enroll youth and start orientation, training, so that staff can also help the youth secure necessary documents, like SS card and CA ID card. Work placement would still be delayed until verification is completed, but there are training and education activities youth could be engaging prior to enrollment.</p>
<p><b>Subsidized employment services are often siloed programs rather than serving as a launch pad to career pathways:</b> LA County and local jurisdictions invests millions annually in subsidized work-experiences for young adults, yet there is no comprehensive strategy to pipeline participants into internships that would further education, training and unsubsidized work opportunities.</p>	<p>Work experience programs across the Los Angeles Basin could be leveraged to better serve disconnected youth by:</p> <ul style="list-style-type: none"> <li>▪ Setting aside funds for disconnected youth and strategically targeting this population for enrollment</li> <li>▪ Creating subsidized work experiences in specific sector pathways with onramps to higher education programs, apprenticeship programs, and industry-recognized credentials</li> <li>▪ Assessing all youth upon completion of the program to determine work-readiness for private-sector employment and strategically connecting these youth to unsubsidized opportunities</li> </ul>



**Los Angeles Regional Planning Unit  
Regional Plan**

**Attachment II.e.**

***Workforce System Stakeholder Forums and Engagement Process:  
Public Comments on Regional Plan***



## Record of Comments for L.A. Basin Regional Plan (Los Angeles County)

Regional Plan Section/Topic	Comment/Response
<p><b>Section/Topic:</b></p> <p>II. System Stakeholders, Role in Planning and Input Provided</p>	<p><u>Comment 1:</u></p> <p>On page 3 of the document you state, "With a presence at most of the sessions, the system was represented by administrators, faculty and staff from Antelope Valley College, Cerritos College, College of the Canyons, East Los Angeles College, El Camino College, Glendale College, Los Angeles City College, Los Angeles Valley College, Los Angeles Trade Tech, Mt. SAC, Los Angeles City College, and Rio Hondo College."</p> <p>I participated in various sessions, along with sister colleges. It could be that the error in not adding Los Angeles Southwest College is a result of listing Los Angeles City College twice in this sentence. Please correct.</p> <p><u>Response:</u> Items added and corrected.</p>
<p><b>Section/Topic:</b></p> <p>Regional Workforce Stakeholders</p>	<p><u>Comment 2:</u></p> <p>Recommendations 9, 12 and 14 are very important to Catalina Island. Language skills for all ages, levels of employment. Training for both Youth and Existing Workforce members. Often limited by cost of going to training on mainland/taking time off work to gain same.</p> <p><u>Response:</u></p> <p>Noted. Issue to be addressed in Regional Plan implementation. Item also to be addressed by L.A. County WDB.</p>
<p><b>Section/Topic:</b></p> <p>IV Workforce Development Activities within region</p>	<p><u>Comment 3:</u></p> <p>Area community colleges do not serve us on the island. Commuting to campuses impossible to match schedules and not affordable.</p>

	<p><u>Response:</u></p> <p>Noted. Issue to be addressed in Regional Plan implementation. Item also to be addressed by L.A. County WDB.</p>
<p><b>Section/Topic:</b></p> <p>County map and workforce color codes</p>	<p><u>Comment 4:</u></p> <p>Please add Catalina Island to the maps and include appropriate shades of blue for our island.</p> <p><u>Response:</u></p> <p>There are no maps in the Regional Plan. Maps are printed in economic analysis. In the future, the Regional WDBs will request that Catalina Island be included on all maps.</p>
<p><b>Section/Topic:</b></p> <p>Housing</p>	<p><u>Comment 5:</u></p> <p>Affordable/Available housing is a top need for Catalina Island's workforce. Limited space, limited resources like water make finding/building new units nearly impossible.</p> <p><u>Response:</u></p> <p>Noted. Issue to be addressed in Regional Plan implementation. Item also to be addressed by L.A. County WDB.</p>
<p><b>Section/Topic:</b></p> <p>General Comment</p>	<p><u>Comment 6:</u></p> <p>Funding could be used much more effectively if partnerships with local entities (Chambers of Commerce and SBDCs, for example), were able to apply for funding to use on the local level to support youth internships, training of local employees and the unemployed, small business development and growth.</p> <p>Right now it seems as if services that are supposed to fund local efforts either</p>

<p>does not reach the local population/business community or has little or no real impact.</p> <p>Provide grants to already established and effective organizations, with clearly defined goals and objectives, and as clearly defined outcomes to measure.</p> <p>You would get a lot more impact for your expenditures.</p> <p><u>Response:</u></p> <p>Noted. Issue to be addressed in Regional Plan implementation. Item also to be addressed by L.A. County WDB.</p>	
<p><u>Comment 7:</u></p> <p>Strategic approach to training: basic skills deficiencies (e.g. English proficiency for immigrants and native English speakers, and digital literacy) should be addressed before vocational training is provided.</p> <p><u>Response:</u></p> <p>Noted. Issue to be addressed in Regional Plan implementation</p>	<p><b>Section/Topic:</b></p> <p>General Comment</p>
<p><u>Comment 8:</u></p> <p>There is a need for Spanish as a Second Language (SSL) trainings for native English speakers to have a competitive advantage with public sector jobs in the L.A. area where Spanish is widely used.</p> <p><u>Response:</u></p> <p>Noted. Issue to be addressed in Regional Plan implementation</p>	<p><b>Section/Topic:</b></p> <p>General Comment</p>
<p><u>Comment 9:</u></p>	<p><b>Section/Topic:</b></p>



<p>General Comment</p>	<p>Transportation services should be included as a “support service” to help eliminate the lack of transportation to job and training opportunities as a barrier to employment.</p> <p><u>Response:</u></p> <p>Noted. Issue to be addressed in Regional Plan implementation</p>
<p><b>Section/Topic:</b></p> <p>General Comment</p>	<p><u>Comment 10:</u></p> <p>Can mentorship and job coaching to aid in job retention be included in “support services?”</p> <p><u>Response:</u></p> <p>Noted. Issue to be addressed in Regional Plan implementation</p>
<p><b>Section/Topic:</b></p> <p>Economic Analysis</p>	<p><u>Comment 11:</u></p> <p>Can the Regional Plan include a breakdown of population by race in the Economic Analysis section due to the vast diversity within L.A. County and the related underemployment in certain communities?</p> <p><u>Response:</u></p> <p>Attachment I.a to the Regional Plan (<i>Los Angeles: People, Industry and Jobs 2015 - 2020, May 2016</i>, LAEDC Institute for Applied Economics) includes demographic data by race.</p> <p>Updates to the plan will include the information requested.</p>
<p><b>Section/Topic:</b></p> <p>The Regional and System Stakeholders</p>	<p><u>Comment 12:</u></p> <p>Include education agencies (including public charter schools) where schools and districts are recognized in the plan.</p>

	<p><u>Response:</u></p> <p>The references in Section A.II, are intended as examples only. Charter schools are mentioned as partners in various parts of the plan.</p>
<p><b>Section/Topic:</b></p> <p>General Comment</p>	<p><u>Comment 13:</u></p> <p>Recognize and acknowledge difficulties that trans people have in program registration, based on possible dissimilarities between how they present and their official documentation. Provide input to the state on this matter.</p> <p><u>Response:</u></p> <p>Noted. Issue to be addressed in Regional Plan implementation.</p>