

MOTION BY SUPERVISOR HILDA L. SOLIS

March 10, 2020

High Road Training Partnerships: Develop a Network of Pre-apprenticeship and Apprenticeship Models in Los Angeles County

The State of California recently adopted a “High Road Training Partnership” (HRTP) model, calling for an increase in designated pathways where workers are trained for jobs with family sustaining wages and benefits that are available to them at the successful completion of their training program. The HRTP model promotes equity and shared prosperity through an inclusive human capital strategy that a) prioritizes job quality; b) supports economic & climate resilience; and c) links worker-centered, regionally based sector work to a statewide skills agenda. Successful partnerships center around access to pre-apprenticeship and apprenticeship career pathways that lead to family-sustaining wages. Research indicates that the apprenticeship model is a highly effective way to train jobseekers for high-skill, high-wage jobs. For example, the State of California is supporting strategies to aid the California workforce in transitioning to a

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carbon-neutral economy, including an increase from 90,000 to 500,000 apprenticeships statewide.

To support the expansion of economic empowerment and apprenticeship opportunities Countywide, we must deploy innovative partnerships between industry, workforce, and educational institutions, including the creation of co-located apprenticeship centers. One proposed example is the Los Angeles Regional Apprenticeship Innovation and Training Center (Center) being developed by the Los Angeles Unified School District (LAUSD) at the Slawson Occupational Center site in the City of Bell, operated in partnership with the County's Department of Workforce Development, Aging and Community Services (WDACS). The new Center will serve as a hub that brings together key state, county, and local partners for the purpose of developing and supporting new registered regional pre-apprenticeship and apprenticeship opportunities. The Center will leverage and expand partnerships with industry, the workforce development system and educational institutions. Moreover, the Center will be an important and uniquely valuable asset in the Los Angeles workforce development constellation.

Building off such models, the County can develop a local workforce development pipeline for the most in-demand jobs with an eye toward equity by leveraging and integrating local and state resources, including the existing workforce development system (i.e. America's Job Centers of California, educational and training institutions, job training and placement programs through the County's Department of Public and Social Services). For instance, the County has established employer-driven specialized training programs for the bioscience sector through the South Bay Workforce Investment Board,

for the construction sector through the award-winning Hire LAX pre-apprenticeship program, for the healthcare sector through the County's Certified Nurse Attendant program, and for advanced manufacturing careers through the Aircraft Fabrication Program with Northrup Grumman. The County has also embarked on creating pipelines for employment in the film and digital media. Lastly, the County is studying recommendations to establish a system to create opportunities for existing County health care sector workers to enter and climb career ladders while building the infrastructure to train and recruit people with barriers to employment into County health care careers.

The County's pre-apprenticeship and apprenticeship efforts must focus on high growth sectors such as health care, manufacturing, trade and logistics, leisure and hospitality, among additional County-prioritized high growth sectors. The efforts must also focus on industries with a shortage of human capital such as early education/childcare and mental health services. In addition, as the County moves towards its sustainability goals, efforts should focus on green and renewable energy. Emphasis should be on training a new workforce for jobs in renewable energy and on just transitions – this means re-training and/or upskilling workers who will be impacted with the phasing out of their occupations in industries that do not meet sustainability standards.

Pre-apprenticeships and apprenticeships have become increasingly prominent avenues for training and employment, as access to higher education becomes cost-prohibitive for many. They are also important in reaching a labor force with high barriers to employment, including dislocated workers, formerly incarcerated, transition age youth, people experiencing homelessness or at risk of homelessness, among other high priority populations. Given the State's commitment to expansion of pre-apprenticeships and

apprenticeships and the County Board of Supervisors' commitment to enhanced workforce training, placement, and retention in high growth sectors for workers with the highest barriers to employment, the County should expand local models and integrate existing programs into centralized hubs or centers.

I, THEREFORE, MOVE that the Board of Supervisors

- 1) Direct the Acting Director of WDACS, in collaboration with the Chief Executive Officer (CEO) and the Director of Department of Public Social Services (DPSS), or her designee, to develop and report back in 120 days with a plan for using pre-apprenticeships and apprenticeships (Countywide Apprenticeship Plan) to help close the talent gap between the supply of skilled and trained workers and demand for this talent through the operation of the County's workforce systems. This plan shall, at a minimum, include:
 - a. A method for integrating the pre-apprenticeship and apprenticeship model of "earning while learning" that targets relevant high-growth sectors identified by the County, and includes early childhood education/childcare, mental health, and green and renewable energy, into the programs offered through the County's workforce systems;
 - b. A strategy for implementation of "apprenticeship centers" through the County's workforce systems, especially those co-located with educational institutions (i.e. adult schools and community colleges) and programs tailored to demand-driven industry needs;

- c. An asset scan of existing state-registered apprenticeship programs in Los Angeles County;
 - d. A specific strategy to expand the number of registered state apprenticeships in Los Angeles County with a focus on non-traditional career pathways and an emphasis on equity for local communities, just transition, and carbon neutrality;
 - e. A strategy to increase youth apprenticeship opportunities through partnerships with high schools, community colleges, and employers; and
 - f. Recommendations for how existing Countywide Measures W, H, A and M can be leveraged to build HRTPs in addition to other financial resources.
- 2) Delegate authority to the CEO, or her designee, in collaboration with the Acting Director of WDACS and DPSS, to engage and onboard a consultant(s) within 30 days to support WDACS and DPSS in the development and implementation of the Countywide Apprenticeship Plan and to conduct relevant stakeholder engagement, including, but not limited to: educational partners, businesses representing high growth sectors, industry councils, high road training partners and employers, labor, and community based organizations. The consultant shall:
- a. Convene new and/or engage existing industry roundtables and engage with high road training partners, including unions, to determine the explicit skill needs of industry and propose how the

County's workforce systems can solve this skill need through pre-apprenticeship and apprenticeship programming;

- b. Lead work with labor management partnerships to identify career ladders and retention mechanisms for targeted apprenticeship programs that are being brought to scale through the County's workforce systems as well as partnerships with education and industry;
- c. Bring together credible training and placement partners while at the same time providing recommendations for enhanced retention and upskilling opportunities;
- d. In collaboration with the County's Chief Sustainability Officer, engage workers, labor unions, and relevant stakeholders impacted by the phasing out of non-renewable energy industries; and
- e. Make recommendations to best integrate the apprenticeship model of workforce development through the County's public workforce system.

- 3) Direct the CEO, in collaboration with the Acting Director of WDACS, to engage relevant state-level decision-makers and stakeholders to scale and identify resources to support the County's apprenticeship models while supporting workers with the highest barriers to employment.

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