

Los Angeles Basin Regional Planning Unit Regional Plan 2021-2024

Representing:

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

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A. Analytical Overview of the Region

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

According to the US Census 2019 population estimate, Los Angeles County is home to 10.04 million people, making it the most populous county in the country. The Los Angeles Basin (LA Basin) makes up approximately 25% of California’s population. Geographically, the LA Basin is huge, with an area of 4,084 square miles containing 88 incorporated cities and approximately 125 unincorporated areas.¹ The largest city within the region is Los Angeles, with approximately 4.1 million residents. The percentage of the region’s residents living in poverty is 13.4% compared to 11.8% statewide, and the median household income is \$68,044, compared to the California median of \$75,235. Total *personal* income in 2019 was \$65,094, ranking Los Angeles County 15th in the state.² The median age in 2018 was 36.7, and 6.1% of the region’s residents under the age of 65 have a disability.³

The population of the LA Basin is richly diverse with no one group making up a majority. The largest racial/ethnic group is Hispanic or Latinx at 48.6%, followed by White (not Hispanic or Latinx) at 26.1%, Asian at 15.4%, Black or African American at 9.0%, and Native American at 1.4%.⁴ Thirty four percent of residents are foreign-born, compared to 26.8% statewide, and 56.5% speak a language other than English at home, compared to 44.2% statewide. The most commonly spoken non-English languages are Spanish (59.2%), Tagalog (2.5%) and Korean (2.5%).⁵ According to the Census, 23.9% of residents speak English less than “very well,” indicating that many residents are English language learners.⁶

In December 2020, the LA Basin had a labor force of 4,896,200 individuals, with 512,600 unemployed for an unemployment rate of 10.7%.⁷ At the end of 2020 unemployment was almost two and a half times greater than it was before the pandemic. The following graph illustrates the impact of the pandemic on the unemployment rate over the course of 2020:

¹ <https://lacounty.gov>

² US Department of Commerce’s Bureau of Economic Analysis, https://www.bea.gov/sites/default/files/2020-11/lapi1120_1.pdf

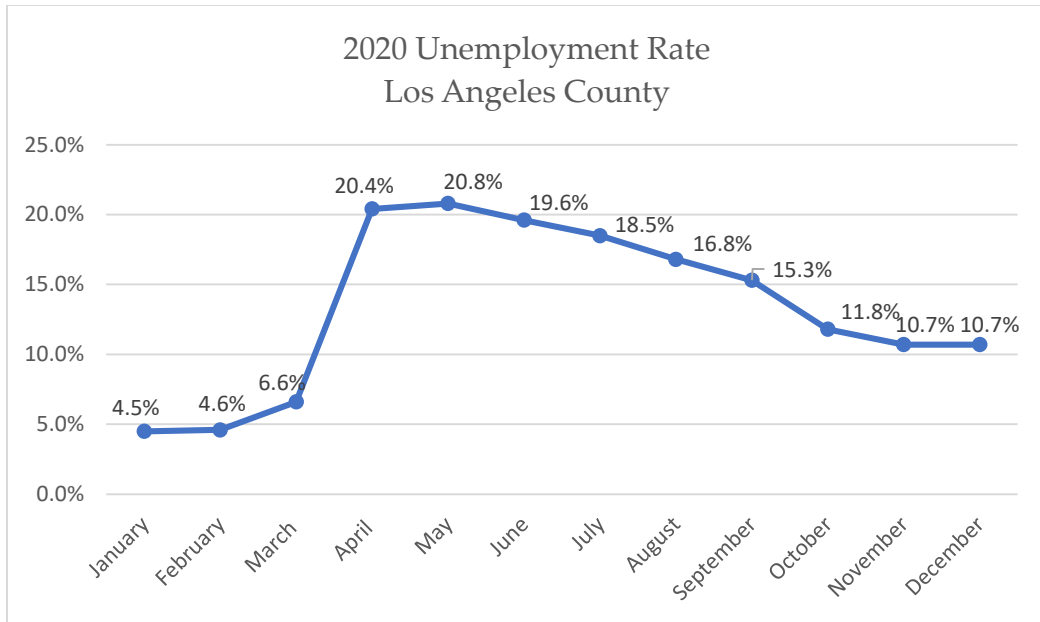
³ <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045219>

⁴ <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045219>

⁵ <https://datausa.io/profile/geo/los-angeles-ca/demographics/languages>

⁶ <https://www.census.gov/library/visualizations/interactive/people-that-speak-english-less-than-very-well.html>

⁷ <https://www.labormarketinfo.edd.gov>

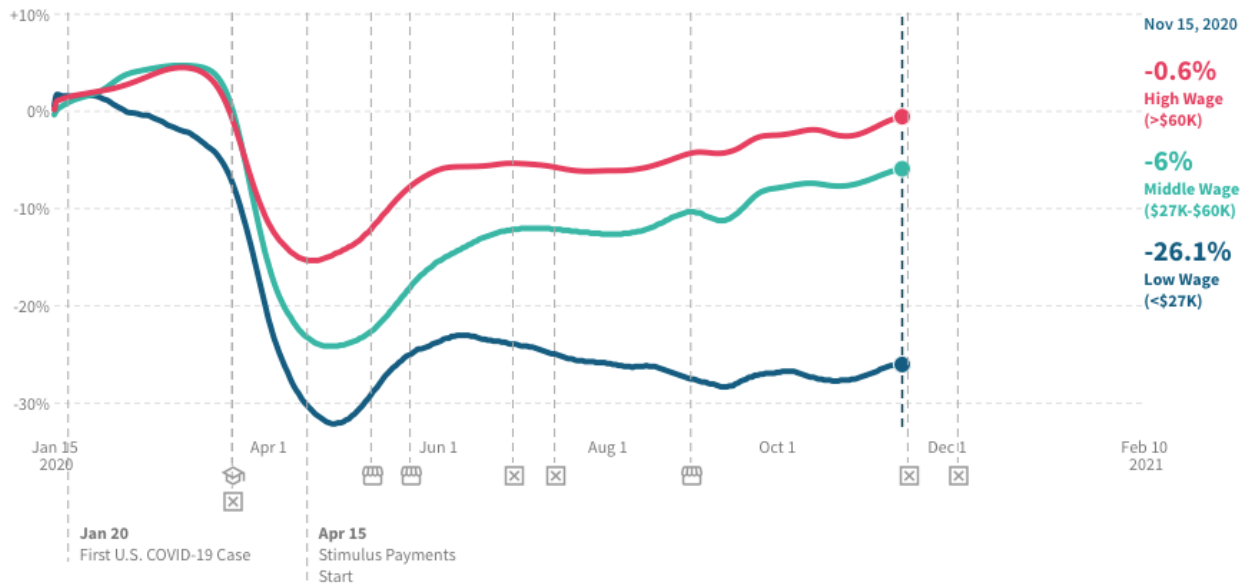


Prior to the pandemic and Shelter in Place Order, Los Angeles County recorded historically low unemployment rate of 4.5%, indicating full employment of Angelenos. The Executive Order was implemented on March 19, 2020, which closed all non-essential businesses and increasing the unemployment rate to 20.4% by April and peaking at 20.8% in May 2020. The Payment Protection Program (PPP) began in April-May timeframe allowing businesses to return employees to their payrolls. Businesses such as restaurants began offering take-out services which also returned workers to their jobs. Stimulus checks and Pandemic Unemployment Assistance (PUA), also began during this timeframe, providing Angelenos with expendable cash that increased demand for needed products, increasing sales and also returning workers to their jobs. Returning to payroll and work contributed to the decline in unemployment which began in June 2020.

As a result of the Shelter in Place Order, low wage workers making under \$27,000 per year have been particularly hard-hit, with employment down 26.1% when comparing November 2020 to January 2020.⁸ In contrast, those making over \$60,000 per year saw employment decline by 0.6%, and those making \$27,000-\$60,000 saw employment decline 6%. Higher wage employees are largely Angelenos with higher levels of education and/or skills, with low wage workers indicating lower levels of education and/or skills. These results indicate the importance of an educated and skilled labor force that can better weather unprecedented economic downturns and emergency events.

⁸ Opportunity Insights Economic Tracker, <https://tracktherecovery.org>

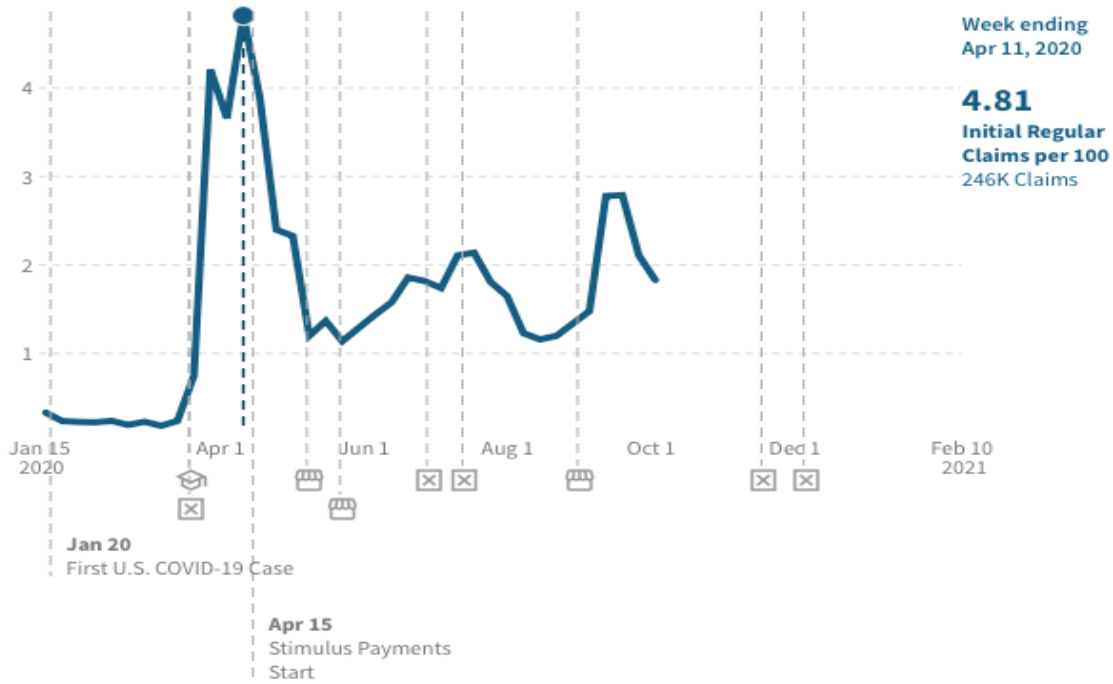
The following graph illustrates these data:



Since the statewide shelter-in-place order went into effect in mid-March through the end of January 2021, 4.88 million initial claims for unemployment insurance have been filed in the LA Basin, in addition to 1.38 million claims for Pandemic Unemployment Assistance.⁹ The data can also be viewed in terms of the size of the labor force. For the week ending January 18, 2020, the LA Basin saw 16,600 initial claims for unemployment insurance, a rate of 0.32 claims per 100 people in the workforce. New claims peaked the week ending April 11, 2020, with 246,000 initial claims at a rate of 4.81 claims per 100 people in the workforce – or 15 times the pre-pandemic rate.¹⁰

⁹ EDD LA County UI claims data, Jan 30, 2021

¹⁰ Opportunity Insights Economic Tracker, <https://tracktherecovery.org>



The following table is a demographic summary of individuals filing for unemployment benefits, based on the time period of Jan 11, 2020 – January 2, 2021.¹¹ Latinx workers make up a smaller portion of UI claimants, compared to their percentage of the population (39% of claimants vs 48.6% of the population), and White workers make up a larger portion (33% of claimants vs 26% of the population). Those with a high school diploma or less education make up a larger portion of claimants (52% of claimants vs 42% of the population) and those with a bachelor’s degree or higher make up a smaller portion (21% of claims vs 32% of the population).

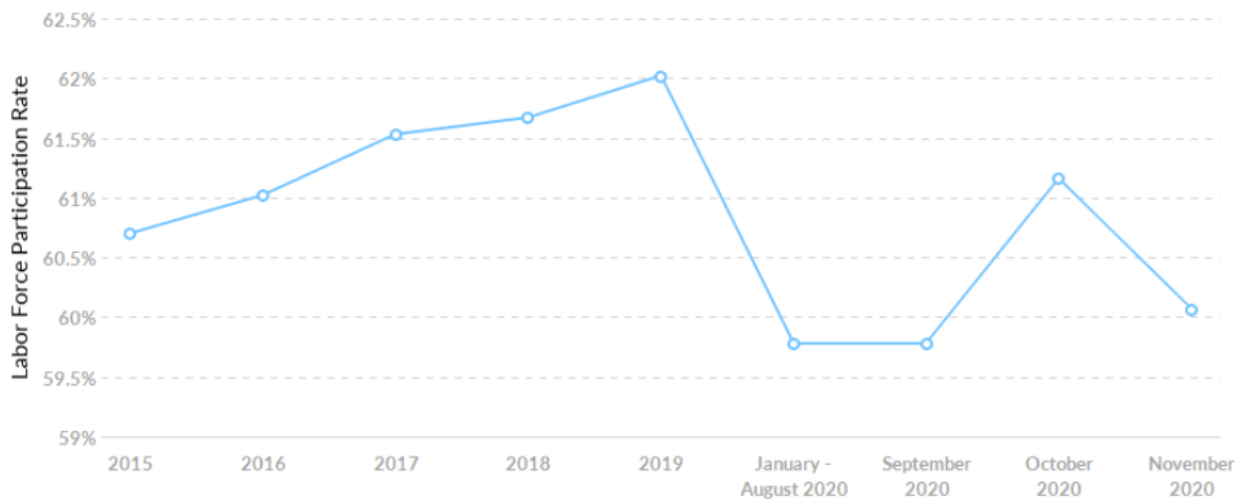
Race/Ethnicity	Percentage of UI claims
White	33%
Black	13%
Hispanic	39%
Native American/Alaskan	1%
Asian	14%
Educational Attainment	Percentage of UI claims
< HS Diploma	10%
HS Diploma or GED	42%
Some College or vocational	21%
Associate	6%
Bachelors	17%
Masters or PhD	4%

¹¹ EDD LA County UI data by demographic factors, through week ending Jan 2, 2021

In an analysis published by the California Policy Lab in December 2020, researchers found that unemployed people living in communities of color and in areas with high concentrations of poverty were less likely to claim unemployment benefits as compared to unemployed Californians in wealthier neighborhoods. While the analysis was descriptive (not causal), it found that eligibility (such as work authorization) for unemployment, as well as other obstacles (like language and technology access) may have driven the differences in claiming.¹²

Estimates of these neighborhoods’ reciprocity rates range widely. Among unemployed workers in East Los Angeles, less than half (44%) successfully claimed unemployment insurance. In Boyle Heights, reciprocity stood at 52%. But in Burbank, the number of people receiving benefits is roughly equal to the number of people who were estimated to be unemployed. Even some lower-income areas like Hollywood and North Hollywood also experienced roughly 100% reciprocity, whereas rates of reciprocity in Inglewood and Hawthorne stood at 70% and 78%, respectively.

Similar to the rest of the state, the LA Basin saw its labor force participation rate dip during the pandemic. Women have been disproportionately impacted, due to their large numbers in the hardest hit industries, lack of childcare and children at home because of school closures. Nationally, women comprise 58% of those who left the labor force by January 2021.¹³



The following educational attainment data is based on the American Community Survey and EMSI demographic data. The figures include the population over age 25 and indicate the highest level of education achieved. In 2020, 32% of the region’s residents had a bachelor’s

¹² <https://www.capolicylab.org/news/new-analysis-californias-recovery-has-been-slow-especially-in-low-income-communities-and-communities-of-color-where-unemployed-workers-were-less-likely-to-collect-benefits/>

¹³ LAEDC Annual Economic Forecast event, Feb 17, 2021

degree or higher, slightly lower than the statewide rate of 34%. In addition, 21% of residents had less than a high school diploma, compared to 16% for California and 12% nationwide.

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

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

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

SOURCE: EMSI

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

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

SOURCE: EMSI (Q1 2021)

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

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

SOURCE: EMSI (Q1 2021)

Further information on specific skills needed for growing, middle skill jobs can be found in Section B of the plan.

COVID-19 Pandemic Impacts

The LA Basin has been in many ways the epicenter of the COVID-19 pandemic in California. As of mid-February 2021, the region had 1,168,372 confirmed cases of COVID-19, or 37% of all cases statewide, although residents comprise 25% of the state population.¹⁴ The number of

¹⁴ <https://covid19.ca.gov/state-dashboard/>

deaths is even more disproportionate, with over 19,000 in the region, or 41% of all Californians lost to this disease.

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

By September of 2020, the region had lost 9.5% of its jobs. In just the first two months of the Safer at Home order, over 716,000 jobs were lost in the LA Basin. Nearly 30% of those jobs lost have been recovered in the following 5 months, but over 500,000 jobs remained unrecovered.

In 2019 there were approximately 4.16 million living wage jobs¹⁵ in the LA Basin. Prior to the pandemic, approximately 95% of occupations paid a living wage and 85% of jobs provided a living wage. By the end of 2020, it is estimated that 392,000 living wage jobs were lost in the region. Additionally, it is projected that the LA Basin will not regain the 392,000 living wage jobs lost during the pandemic until 2024. Furthermore, based on the estimated 3,768,000 living wage jobs currently available as of 2020, the region will need to create a total of 738,672 living wage jobs in order to have living wage jobs for the estimated 4,506,672 total workers.

The LA Basin is especially sensitive to the impact of COVID-19, as over 93% of all businesses are small with less than 20 employees. In a year over year comparison, small business revenue in the LA Basin was down 34.8% in January 2021. Small business revenue hit a low point at the end of March 2020 at -56%, recovered somewhat over the summer, and has been on a downward trend since the beginning of December. When examining the percentage change in the number of small businesses open, a year over year comparison finds a 36.3% decrease at the end of January 2021.¹⁶ According to Dr. Amy Liu of the Brookings Institute, this places Los Angeles in 45th place in a comparison of 53 large metropolitan areas.¹⁷

COVID-19 has significantly changed the makeup of regional employment. Some industries were able to adjust to remote working. However, many others are dependent on in person customers, and were not able to transition to working remotely. Certain industries recovered quite well (with Construction regaining 75.1% of the jobs lost in the early months of the pandemic, and Child Day Care Services regaining 65.9%), but others have not rebounded (with Motion Picture and Sound Recording only regaining 4.4% and Accommodation regaining 2.3%).

¹⁵ Living wage jobs are defined as the minimum amount of income necessary to meet the "basic needs of a family." The rate is currently at \$14.83/hour or \$30,800 per year for a single person household.

¹⁶ Opportunity Insights Economic Tracker, <https://tracktherecovery.org>

¹⁷ LAEDC Annual Economic Forecast event, Feb 17, 2021

Year-Over-Year Change in Jobs by Industry, September 2020 (NSA)



Source: BLS

**Industry Employment In Los Angeles County
(As of September 2020)**

Industry Description	20-Sep (000s)	% Δ from 19-Sep
Arts, Entertainment and Recreation	59.4	-39.50%
Accommodation and Food Services	322.2	-28.20%
Other Services	123.9	-22.10%
Information	185.5	-15.80%
Real Estate/Rental/Leasing	79.3	-10.30%
Educational Services	123.5	-10.10%
Mining and Logging	1.8	-10.00%
Administrative and Waste Services	255	-9.70%
Manufacturing	338.3	-7.20%
Professional and Technical Services	279.9	-6.70%
Transportation and Warehousing	190.7	-6.30%
Retail Trade	387.9	-5.70%
Government	553.6	-5.60%
Mgmt of Co's/Enterprises	58.8	-5.00%
Wholesale Trade	208.3	-4.90%
Health Care and Social Assistance	684.8	-3.70%
Construction	147.2	-2.60%
Utilities	12.6	4.10%
Finance and Insurance	141.1	4.80%
TOTAL NONFARM	4,129.3	-9.80%

Source: CA EDD, LMID, CES

The intersection of the health and economic impacts of COVID has not been felt evenly by all groups. Using death records from the California Department of Public Health, researchers at UCSF estimated excess mortality among Californians 18–65 years of age by occupational sector and occupation, with additional stratification of the sector analysis by race/ethnicity. During the COVID-19 pandemic, working age adults experienced a 22% increase in mortality compared to

historical periods. Relative excess mortality was highest in food/agriculture workers (39% increase), transportation/logistics workers (28% increase), facilities (27%) and manufacturing workers (23% increase). Latinx Californians experienced a 36% increase in mortality, with a 59% increase among Latinx food/agriculture workers. Black Californians experienced a 28% increase in mortality, with a 36% increase for Black retail workers. Asian Californians experienced an 18% increase, with a 40% increase among Asian healthcare workers. Excess mortality among White working-age Californians increased by 6%, with a 16% increase among White food/agriculture workers.¹⁸ Given the diversity of the LA Basin population as well as the severity of the COVID outbreak, these sobering statistics clearly have implications for the region.

Economists warn that millions of jobs wiped out by the pandemic are unlikely to come back, creating a massive need for career changes and retraining.¹⁹ The McKinsey Global Institute predicts that 20% of business travel will not return and 20% of workers will work from home indefinitely, eliminating many low wage jobs in hospitality and food service. The pandemic may have also accelerated trends in automation and labor-saving strategies.²⁰ Furthermore, the Pew Research Center has found that two thirds of unemployed workers have considered changing their field or occupation.²¹ While the pandemic has created massive disruptions to the labor market, it also presents an opportunity to reskill low-wage workers and assist them onto career paths leading to greater economic well-being. The LABRPU will be vigilant in identifying those opportunities as they arise.

At the LAEDC's Annual Economic Forecast event, the director of the Institute for Applied Economics stated that there is no certainty to how the coming years will develop, due to large data lags and reliability issues as well as uncertainty about vaccine distribution and government policies. As the LA Basin looks towards recovery, the Workforce Development Boards will evaluate and incorporate new data as it becomes available and will continue to strive toward training more workers for occupations that offer higher pay and career pathways. Therefore, this regional plan represents information available at this time, but the data are likely to be evolving into the foreseeable future.

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

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

¹⁹ "Millions of Jobs Probably Aren't Coming Back," Heather Long. Washington Post, Feb 17, 2021

²⁰ "The Nature of Work After the COVID Crisis: Too Few Low-Wage Jobs." David Autor and Elisabeth Reynolds, The Hamilton Project, Massachusetts Institute of Technology Task Force on the Work of the Future

²¹ <https://www.pewresearch.org/fact-tank/2021/02/10/unemployed-americans-are-feeling-the-emotional-strain-of-job-loss-most-have-considered-changing-occupations/>

B. Fostering Demand-Driven Skills Attainment

- *Identify the in-demand industry sectors or occupations for the region.*
- *Describe how the RPU and regional partners will expand or develop, and then implement sector initiatives for those in-demand industry sectors or occupations.*

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

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

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

In examining available EMSI data, these sectors continue to represent significant parts of the economy in terms of overall jobs and number of businesses. All of the sectors provide earnings above the region’s average personal income of \$65,094, with the exception of Leisure and Hospitality. Although Leisure and Hospitality is projected to grow 4.5% for 2020-25, as previously discussed, the future of the sector is still uncertain as it is one of the most severely impacted during the pandemic. Indeed, most if not all of these sectors will experience changes caused by the pandemic in the ways that people work and services are provided. At stakeholder input sessions, community members identified teleworking and remote services as potentially permanent changes brought about by the pandemic, as well as the severe impact on small businesses. Thus, the long-term impacts on the labor force and employment remain to be seen.

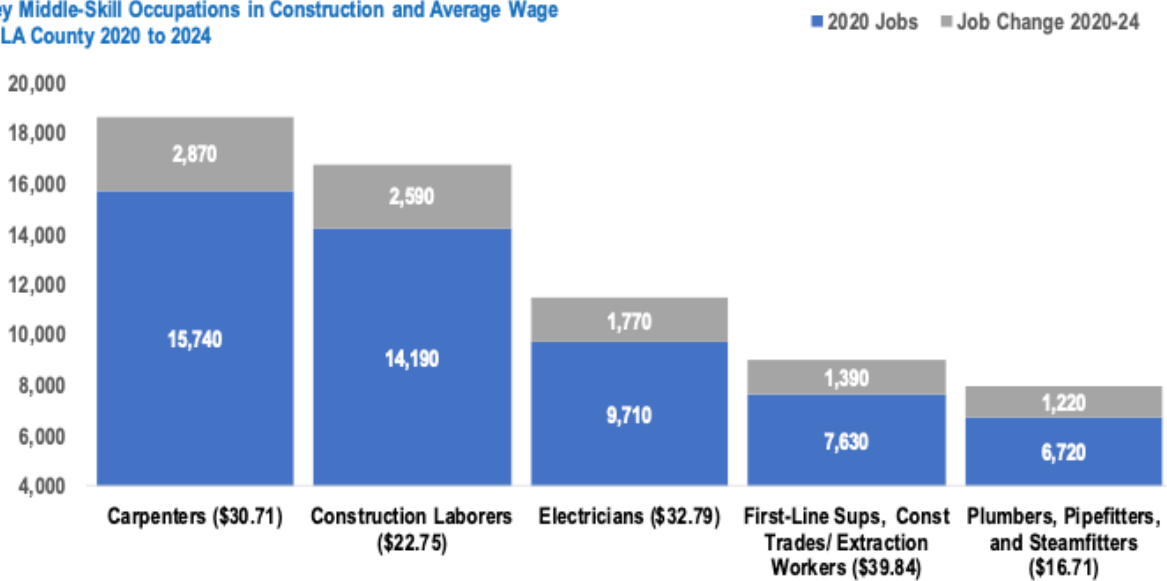
Sector	Jobs (2020)	% Change, 2020-25	Average Earnings	Payroll Business Locations
Construction	220,152	+3.9%	\$72,071	17,237
Selected Manufacturing	164,387	-12.0%	\$160,758	5,393
Logistics	449,317	+1.4%	\$78,740	30,208
Entertainment & Infotech	205,147	+2.9%	\$156,261	12,803
Health Services	462,621	+9.1%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

SOURCE: EMSI Q1 2021 Data Set

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

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

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

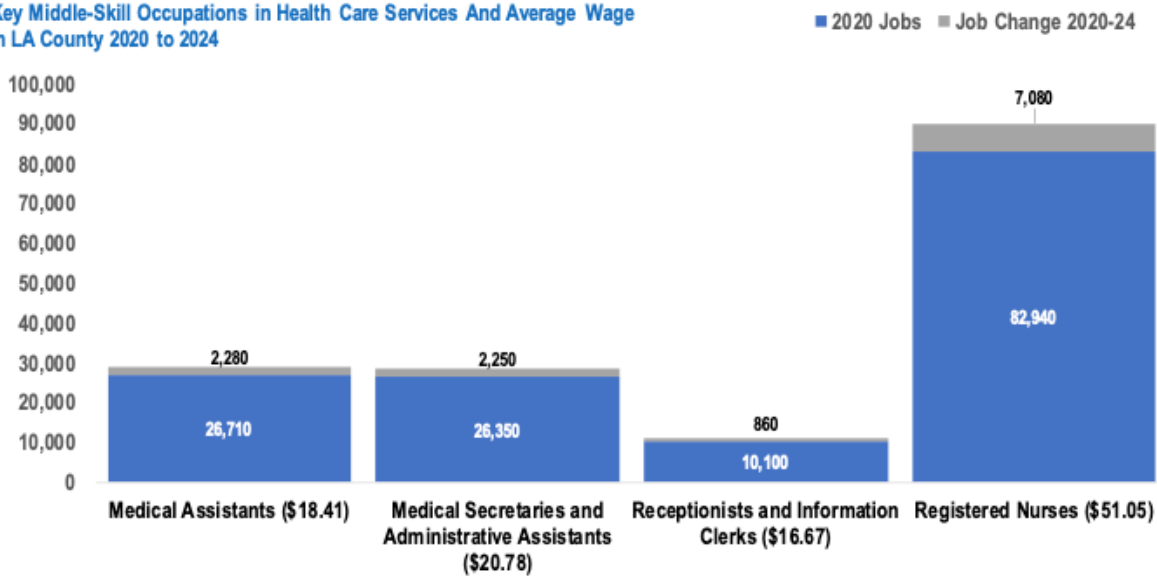


The following table reflects the number of projected construction jobs requiring specialized skills (2024 estimate):

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

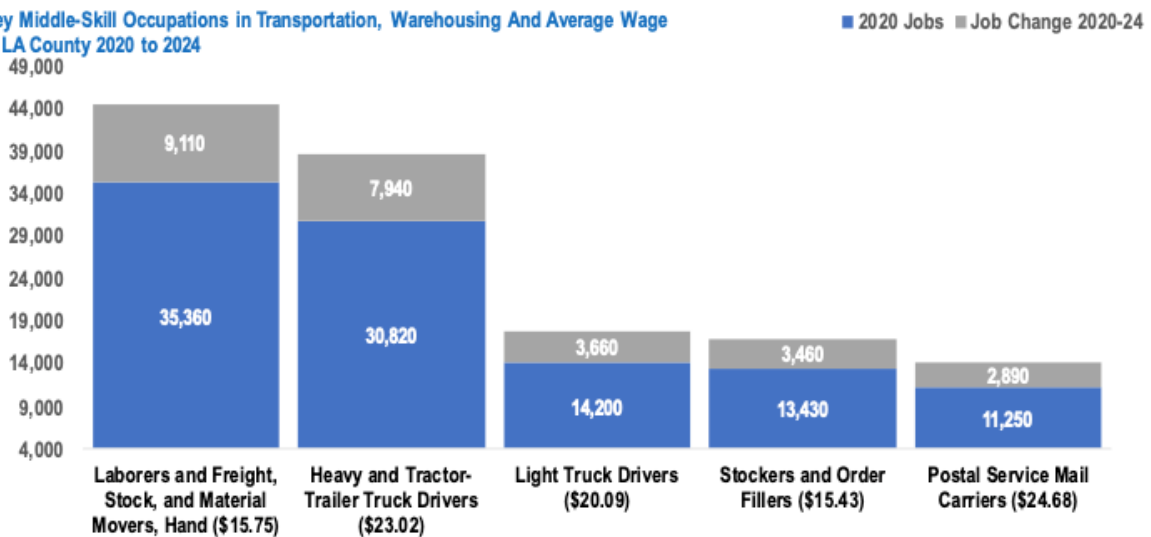
Healthcare and social services industry started 2020 by posting 11,778 job openings in the LA Basin before falling 40% to 7,002 jobs in April 2020. However, the industry saw an increase in demand due to a sharp shortage of labor to keep up with patient needs due to COVID-19. The industry had 9,905 job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

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



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

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



LABRPU Sector Initiatives

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

Healthcare

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

Developed in coordination with the Hospital Association of Southern California (HASC), HealthImpact (the state's nursing workforce center), the Community Clinic Association of Los Angeles County (CCALA), hospitals, colleges, and universities across the region, the Perioperative RN Training program provides a simplified, streamlined way for working registered nurses to advance their practices in specialized areas of care with the highest demand. This approach aimed to meet workforce needs supporting the professional advancement of incumbent RNs while strengthening their career mobility and retention within existing employers. Perioperative courses were developed and added to the ETPL. This collaborative program is also working to help hospitals reduce costs associated with staff overtime, traveling nurses, turnover, recruitment, and retention. To date, 100% of participating nurses have graduated from the program with an average passing score of 86%. South Bay WIB (SBWIB) and SELACO are seeking Accelerator funds to continue work on the RN pipeline. The WDBs are partnering with HealthImpact and HASC to address a shortage of trained pre-operative care RNs within the LA Basin.

The LABRPU has also worked in collaboration with healthcare partners to launch the C3 Skills Alliance, which developed care coordination training programs for healthcare workers in Los Angeles and Ventura Counties. This innovative program prepares much-needed healthcare coordinators and case managers responsible for making sure every patient receives the right care from the right professional at the right time. Under this initiative, approximately 200 new and incumbent workers at the entry through professional levels were successfully trained through local adult schools, community colleges and the California State University system. Course content is available statewide to educate patient care staff in hospitals, clinics and long-term care facilities. This health workforce alliance is embedded in HASC's long-term regional workforce strategy.

Construction

The LA Basin is undergoing rapid expansion, with major new infrastructure projects planned or underway across the region. In 2017, the WBDs of the LABRPU convened a special Consortium at the request of the Federal Highway Administration (FHWA) to discuss construction projects throughout Los Angeles County and the need to work together to organize and create a pipeline of skilled workers for the numerous projects. The Associated General Contractors of California is a key partner of the Consortium. The Federal Highway Administration served as chair, and SBWIB and Coastline Community College (CCC) were selected to spearhead the initial pilot program, with the goal of meeting the urgent need for qualified pre-apprentice and apprentice workers for mega-projects in the region, such as the Los Angeles Football Stadium, the Entertainment District at Hollywood Park, and the upcoming Automated People Mover and Consolidated Car Rental Facility projects at Los Angeles International Airport (LAX), as well as numerous highway projects. Billions of dollars have been allocated for these and other publicly and privately funded construction projects throughout Los Angeles County.

To meet the workforce needs of these infrastructure projects, the SBWIB and its Career Center-Inglewood developed the Construction & Utilities Pathways Program (CUPP). The goal of CUPP is to supply a pipeline of qualified candidates by providing support services and access to training and employment in the construction industry. It is the mission of CUPP to increase community knowledge, demystify the construction industry and help individuals to build the framework to start a career in the construction industry. During the period of January 1, 2017 through December 31, 2020, CUPP provided the Construction information session to over 5,800 interested people, placed over 900 individuals into quality apprenticeship jobs with partnering construction unions and placed 100 individuals directly with contractors and subcontractors. CUPP has been particularly focused on engaging and referring unserved and underserved populations to the construction trades and placing African American males into quality construction jobs. This program allows all clients to access learn and earn opportunities, supportive services and quality jobs through targeting special populations that include reentry, homeless individuals, veterans, and disconnected youth. The LABRPU has developed a detailed referral and co-enrollment process so that all local WBDs are able to assist underserved populations with accessing this career pipeline.

One of the region's largest employers and the county's public transportation agency, Metro, is facing a serious shortage of qualified employees, with 50% of its workforce set to retire by 2024. Metro needs a qualified workforce to build and maintain transportation infrastructure throughout Los Angeles County. To meet this labor shortage, the LABRPU is partnering with Metro on its Workforce Initiative Now—Los Angeles (WIN-LA) program²² to train and place employees in hard-to-fill positions across a range of transportation career pathways. Phase I of the program is focused on identifying and developing the talent pipeline to support Metro's workforce challenges, including workforce needs on Metro's construction projects. Phase 2 of

²² <https://www.metro.net/about/win-la/>

the program is focused on recruiting and employing WIN-LA participants through WIN-LA career pathways. CUPP refers qualified construction workers to Metro construction projects.

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

One other example of a construction pre-apprenticeship training is led by the City of Long Beach, which has entered into a new 10-year Project Labor Agreement for over \$560 million in new capital projects. Contractors continue to communicate the need for additional workers with very specific skill sets. Working with the LA/OC Building Trades Council (LA/OC BTC) and Long Beach City College, PGWIN developed a program based on the nationally recognized Multi-Craft Curriculum (MC3), which is endorsed by unions representing nineteen of the skilled trades. This construction pre-apprenticeship training is a six-week (140 hours) program that prepares participants for employment in the trades. Some of the hands-on skills taught include cabinet making, cement masonry, green technologies, H.V.A.C., plumbing, surveying and weatherization. Those completing the program receive three certificates: Building Trades Multi-Craft Curriculum (MC3), 10-hour OSHA Certification and CPR/First Aid Training Certification. This program has significant potential to be scaled up across the region to address major public building and infrastructure projects. Similarly, Los Angeles County launched the HireLAX Apprenticeship Readiness Program in partnership with the Los Angeles World Airports, Parsons Corporation, Los Angeles Southwest College, City of Los Angeles, LA/OC BTC, Flintridge and 2ndCall and has to date over 100 graduates.

Selected Manufacturing

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

Current SBWIB Apprenticeship Registrations:

DOL Occupations:

BIO-MANUFACTURING TECHNICIAN (aka Production Technician)

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

BIOMEDICAL EQUIPMENT TECHNICIAN (aka Biomedical Maintenance Technician)

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

DAS Registrations

Apprenticeship

BIO-MANUFACTURING TECHNICIAN (aka Production Technician)

BIOMEDICAL EQUIPMENT TECHNICIAN (aka Biomedical Maintenance Technician)

Pre-Apprenticeship

Aero-Flex Pre-Apprenticeship Program

The SBWIB in partnership with West Los Angeles College was awarded a \$12 million DOL grant. The partnership includes many community colleges such as West Los Angeles College, El Camino College and College of the Canyons. The grant plans to enroll 5,000 apprentices and pre-apprentices throughout California and the nation to prepare people for careers in advanced manufacturing occupations. The project focuses on serving the Aerospace and Bioscience sectors including IT occupations and many other advanced manufacturing sectors. The grant includes employer partners such as Aerojet Rocketdyne, Bachem America's, Impresa Aerospace, IBM, Magnetika, Lockheed Martin, Northrop Grumman, Tesla and Hypertherm and many others.²³

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

²³ Aero-Flex website: <https://www.sbwib.org/aero-flex>; Bio-Flex website: <https://www.sbwib.org/bioflex>

The Verdugo Workforce Development Board (VWDB) has partnered with seven bioscience companies to develop an industry-valued credential to assist the employers in identifying qualified candidates for their job openings. The Bioscience/Biotechnology Industry Credential Team used input from the companies to develop an assessment instrument to determine that qualified candidates have acquired the core competencies needed as biomanufacturing technicians, biotechnology technicians or lab technicians. All students graduating from a bioscience program in the LA Basin are eligible to take the assessment and those earning a 70% score or higher will earn the industry-valued credential. The Industry Credential Team, led by Grifols Biologicals and coordinated by VWDB, also included Los Angeles Valley College. The Team partnered with six additional companies to develop the assessment instrument: Amgen, Takeda, Gilead, Neutrogena, Prolacta, and Kite. The seven companies have committed to guarantee an interview for any student who has earned a credential and is seeking employment. The Industry Credential Team has been expanded to include Los Angeles Mission College, Glendale Community College and Biocom Institute.

The Industry Credential Team developed the testing protocols and process using the Canvas Learning Management System to administer the assessment instrument virtually and generate the digital credential. The COVID-19 pandemic brought to light the need for an efficient system for implementing the credentialing process utilizing a flexible and well-known tool like Canvas and using GCC as a hub. All students earning the credential will receive career services from the Verdugo Jobs Centers and have their resumes entered into a business portal hosted by Biocom Institute so they are easily accessible by the hundreds of Bioscience companies that are members of Biocom. Partnering with the Bioscience companies and the colleges assists the Credential Team in meeting employer needs while moving job seekers into technical jobs that offer competitive wages in a growing industry at the forefront of sustaining the health and well-being of people around the world.

To 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 Southern California, which operates the Santa Clarita 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. Despite the pandemic, this successful partnership netted the hiring of 531 participants in 2020. In response to Governor Gavin Newsom's commitment to zero-emissions, Los Angeles County launched an advanced electric bus manufacturing training program with Proterra, Cerritos College and the United Steel Workers Local 675's first Collective Bargaining Agreement, ensuring worker voice and the development of a high-quality, highly skilled, electric bus manufacturing workforce.

In addition to the apprenticeships described above, the region's WDBs are collaborating on a number of other fronts to promote apprenticeships. For example, the LABRPU developed a

detailed process to facilitate co-enrollments into the SBWIB's construction apprenticeship program. The LA City WDB is working with the Mayor's Office and the LAUSD to convene an apprenticeship policy summit to increase apprenticeship opportunities in nontraditional sectors, and is working to implement policy recommendations included in the City's Apprenticeship Strategic Plan. Further descriptions of sector initiatives that are aimed at specific target populations are described in Section C of the regional plan.

C. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

- *Describe how the RPU will prioritize working with employers who provide quality jobs that provide economic security through family-sustaining wages and comprehensive benefits. This should include whether the RPU has, or plans to develop, a formal policy related to job quality.*
- *Describe how the RPU and regional partners will work together to identify shared target populations and develop targeted service strategies.*
- *Describe how the RPU and regional partners will work with employers and training providers to ensure that historically unserved and underserved communities have equal access to the regional sector pathways, earn and learn opportunities, supportive services, and other approaches identified by the RPU. This should include whether the RPU has, or plans to develop, a formal policy related to equity.*

Through the vigorous and ongoing use of labor market data, the LABRPU identifies growing and in-demand occupations and career pathways which lead to economic security for job seekers and incumbent workers. The RPU supports employers who provide quality jobs primarily through its sector initiatives, which target occupations where it is possible to earn family-sustaining wages and comprehensive benefits, as illustrated by the many examples in the previous section. Following the end of the COVID-19 pandemic and as part of its ongoing assessment of labor market intelligence, the LABRPU will assess whether a formal RPU policy related to job quality will advance the work of the many initiatives already underway throughout the region.

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

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

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

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

The strategic co-enrollment system is currently being piloted and all seven WDBs have participated by co-enrolling with another WDB. The focus of co-enrollment was the CUPP available through SBWIB; however, other programs were also used for co-enrollment. Co-enrollments in the pilot allowed one AJCC to provide training services and job placement assistance to a participant while another provided Individualized Career Services and supportive services. Based on this pilot, the co-enrollment system will be fully implemented to facilitate the co-enrollment of participants in any career pathway or apprenticeship in the LABRPU. This co-enrollment will maximize the opportunities available for participants to gain the technical skills they need to earn competitive wage and achieve economic equity. The VWDB was the lead board to coordinate the Communication Strategy on behalf of the LABRPU. The strategy included the development of outreach materials to ensure a consistent and effective messaging for the region. In addition, a website was developed to ensure the region's promotion of regional workforce development activities to all stakeholders. The website will be used by the AJCC's to remain updated on the available career pathway and

apprenticeships available throughout the region for co-enrollment opportunities. Currently the VWDB is managing the regional website.²⁴

The LA Basin is also home to many individuals who have involvement with the justice system. Connecting these individuals to sustainable, well-paying career pathways is critical to reintegrating them with their communities and preventing recidivism. The LABRPU's Prison 2 Employment (P2E) initiative is focused on helping people involved with the justice system overcome the complex barriers they face, and enter a path to a rewarding career, self-sufficiency, and a better life. The P2E program is an innovative collaboration between the Workforce Development Boards, County Probation, State Parole, California Department of Corrections and Rehabilitation (CDCR) systems, community-based organizations that serve this population, adult schools and community colleges, and America's Job Centers of California (AJCCs) across the region. Through alignment of resources and expertise, the LABRPU is taking a holistic approach to supporting program participants, with access to education, training, and apprenticeships as well as housing, transportation, childcare, mental health services, substance use disorder treatment, and individualized case management. LABRPU established partnerships with justice serving organizations to assist in the recruitment, enrollment and supports for the reentry population. This included creating an electronic referral system that allows LA County Probation to make and track direct referrals to the AJCC system. The RPU is also participating in a direct referral system utilized by the CDCR Department of Adult Parole.

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

The RPU has targeted four priority sectors that have historically supported the hiring of formerly incarcerated individuals: Construction, Manufacturing, Transportation/Logistics and Hospitality. Each of these sectors provide opportunity for this population within the high demand and living wage goals of the region. The LABRPU is on track to meet or exceed its goal of 705 re-entry participants.

The LABRPU is also working with education partners to address educational disparities. As detailed in Section A, the Latinx population is over represented amongst those who have not obtained a high school diploma. In the LA Basin, one in six young people ages 18 to 24 are out of work and out of school. The LABRPU and its partners are working to reconnect youth to their schools, communities, employers, and a brighter future. One of the most ambitious,

²⁴ <https://www.labwn.com>

comprehensive, and far-reaching models in the country, the Los Angeles Performance Partnership Pilot (LAP3) program is focused on reengaging disconnected youth to educational and work-readiness services.

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

Another regional initiative that connects youth with local employers is the Advanced Linked Learning Innovation Network (aLLin) Initiative. Partners include Cal State University Long Beach; Long Beach Unified School District; ABC Unified School District; Norwalk/LaMirada School District; Cerritos and El Camino Colleges; Pacific Gateway, SELACO, and SouthBay WDBs. One of the outcomes of the partnership is a Career Pledge Connections Portal that allows the partners to list opportunities for businesses to collaborate with local K-16 educators and workforce boards to prepare students for future careers. Opportunities include serving on an advisory committee for a local college or school district; sitting on a panel or being a guest speaker for an industry-specific event or dialogue; serving as worksites for student internships or work experience; participating in a job fair; and serving on a WDB.

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

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

The LABRPU is also coordinating across the region on the Transitional Subsidized Employment (TSE) Program. With SBWIB as the administrative lead, this sole source agreement with the Los Angeles County Department of Public Social Services (DPSS) is the largest program of its kind in the nation. The TSE program is among several countywide programs that target individuals on public assistance (TANF), as well as General Relief Opportunities for Work (GROW), foster

youth, probationary youth, transitional aged youth, and aide's homeless individuals through special initiatives throughout the LA Basin. More than 900 employer and LA County Department worksites located throughout the region have agreed to use their businesses as a platform for providing hands-on paid work experience (PWE) and On-The-Job Training (OJT) opportunities for these individuals. Participating industry sectors range in variety and include: retail, transportation, hospitality, manufacturing, healthcare, and construction.

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

Currently, the LA:RISE consists of twelve social enterprises/ transitional employment providers, five City AJCC workforce partners, and two specialized job retention providers. From Fall 2015 to Spring 2021, 3,700 individuals have been employed in subsidized, transitional jobs and 2,200 have been placed in competitive, unsubsidized jobs. As a result of the program's early success, LA:RISE is now locally funded by a City General Fund allocation, LA County Measure H, and other workforce funding, averaging \$6 million per year.

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

The LABRPU's RPI 4.0 project is focused on activities to strengthen the system's focus on income mobility, equity, and inclusion. Within the region, some cities and/or WDB's already have established equity, diversity, and inclusion plans and programs. The LABRPU is planning to develop benchmarks and a method to track professional development for staff and partners to enhance their skills and abilities in meeting the needs of target populations. Upon completion of a designated curriculum of trainings, workshops, and events, those who meet the necessary activity requirements will receive a certificate of completion for the LABRPU's

Equity, Diversity, and Inclusion Initiative. This certification will enable certificated staff to take what they have learned and implement their own workforce development-based Equity Diversity and Inclusion Initiative (EDI) as a workforce development board-certified EDI advocate.

In addition, the LABRPU will work together to develop a collaborative and current strategy to address the pressing issues of inequality, lack of diversity, and lack of opportunity. This includes facilitating community conversations and engagement, and training in race, equity, and high road jobs to promote improved service delivery, income mobility for individuals with barriers to employment, and growth in the regional economy. The LABRPU also plans to develop benchmarks and measurements to track progress towards ensuring economic equity and job quality by targeting and creating EDI employer champions who provide quality jobs that provide economic security through family-sustaining wages and comprehensive benefits.

D. Aligning, Coordinating, and Integrating Programs and Services

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

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

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

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

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

- The Los Angeles County WDB has entered into agreements with each of the other WDBs under which TANF, Juvenilia Justice Crime Prevention Act, and General County

funds are distributed for the operation of the year-round Youth@Work employment program;

- The Los Angeles County WDB has entered into agreements with the other WDBs under which funds are provided to serve targeted populations including individuals experiencing homelessness (Measure H) and justice-involved populations through the INVEST program (SB678);
- On behalf of the County Department of Public Social Services, the South Bay WIB administers a TANF-funded Temporary Subsidized Employment Program entering into agreements with some WDBs and AJCC service providers across the region for the operation of the program;
- Both the City of Los Angeles and Los Angeles County WDBs contract with each other to support two (2) shared AJCC sites; or for the delivery of specific workforce development programs;
- WDBs within the region have an agreement with the South Bay WIB for the I-TRAIN system, through which the eligibility of training providers and programs is vetted, and, once placed on the Eligible Training Provider List, monitored for on-going compliance and performance.