

# TRANSPORTATION AND WAREHOUSING WORKFORCE DEVELOPMENT FRAMEWORK FOR ACTION: LOS ANGELES AND ORANGE COUNTIES, CALIFORNIA

*July, 2017*

A framework for action to guide postsecondary workforce development strategies and actions for middle-skill occupations in the transportation and warehousing industry in Los Angeles and Orange Counties, California.



Transportation  
Workforce  
Institute



## Introduction

A national Framework for Action was developed as a cumulative product from working sessions at the National Transportation Workforce Summit, sponsored by the Council of University Transportation Centers (CUTC) in cooperation with the U.S. Department of Transportation (U.S. DOT), in Washington, DC, April, 2012. The scope of the Summit, entitled “Pathways to the Future” included nearly 300 professionals from the transportation, labor, and education fields. The intent of the national framework was to guide policy and resources for workforce development in all transportation modes. The resulting **national framework** provided the impetus for the development of this more recent, regional framework.

The regional framework deviates from the national framework in two significant ways. First, the national framework focuses on the transportation sector throughout the U.S. This regional framework focuses on the Los Angeles and Orange Counties region in California and is expanded to encompass the larger transportation and warehousing sector. Second, the national framework includes a broader range of transportation workforce stakeholders and the role each plays in attracting, training, and maintaining the workforce including: industry; labor; state and federal government, education, transportation, and labor agencies/departments; and secondary and post-secondary education institutions. The regional framework focuses on a narrower range of stakeholders and their respective roles—those whose primary mission is to serve individuals enrolled in postsecondary education and training programs (two-years or less) particularly those programs aimed at middle skills occupations in the sector.

## Acknowledgments

This regional framework was made possible through a Federal Transit Administration (FTA) Innovative Public Transportation Workforce Development grant. Contributions to the framework were provided by numerous individuals representing forty organizations (below) serving the transportation and warehousing industry sector in Los Angeles and Orange counties and the greater Los Angeles region. Contributions were made during two meetings held June 29 and November 16, 2016 and via two online surveys in 2017.

- Access Services
- California Community College Chancellor’s Office
- Center for International Trade and Transportation, California State University Long Beach
- Cerritos College
- City of Carson
- City of Culver City Transportation Department
- City of Los Angeles BusinessSource
- City of Santa Monica Big Blue Bus
- Community Career Development, Inc.
- Cypress College
- East Los Angeles College
- Glendale Community College
- Golden West College
- Los Angeles Community College District
- Los Angeles Council of Black Professional Engineer
- Los Angeles County Metropolitan Transportation Administration (LACMTA – LA METRO)
- Los Angeles County Workforce Development Board
- Los Angeles County Workforce Development, Aging and Community Services
- Los Angeles Harbor College
- Los Angeles Southwest College
- Los Angeles Trade-Technical College
- Los Angeles Valley College
- Long Beach City College Pacific Coast Campus
- Long Beach City College
- Mt. San Antonio College
- North Orange County Regional Consortium for Adult Education
- Norwalk Transit System
- Pasadena City College
- Pasadena Transit and Pasadena Dial-A-Ride
- Pierce College
- Rio Hondo College
- Saddleback College
- Santa Monica College
- SELACO Workforce Development Board
- South Bay Workforce Investment Board
- Southern California Regional Transit Training Consortium
- Torrance Transit
- TRANSDEV-Los Angeles County Metropolitan Transportation Administration
- Transportation Workforce Institute
- West Los Angeles College

## About the Transportation Workforce Institute

The Transportation Workforce Institute (TWI), at Los Angeles Trade-Technical College, facilitated the development of the framework for action and prepared this document. TWI ensures a well-trained and diverse transportation workforce by collaborating with industry, education, and workforce development partners to create competency- and standards-based curriculum, programs, and services that meet immediate and long-term employer needs while connecting diverse communities and citizens through transportation projects and workforce development efforts. For more information about the institute, visit us at [www.twi.com](http://www.twi.com).

**Transportation and Warehousing Workforce Development Framework for Action:  
Los Angeles and Orange Counties, California**

<b>Goal: Develop Partnerships between Transportation &amp; Warehousing Employers and Postsecondary Education Providers</b>		
<b>Challenges</b>	<b>Strategies (in priority order)</b>	<b>Action Items (in order of priority and interest combined)</b>
<ul style="list-style-type: none"> <li>Lack of specificity in transportation and warehousing workforce/labor market demand on a local, regional level</li> <li>Pace of technological advancements – lack of awareness and access to new technologies by workforce development providers</li> <li>Limited internship, apprenticeship, work-based learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Increase communication and collaboration between industry, post-secondary institutions, local governments, and community agencies</li> <li>Identify strategic technology advances on the horizon and prioritize industry requirements</li> <li>Increase transportation and warehousing industry data accessibility and reliability</li> <li>Promote and create learning-labor exchanges</li> <li>Share technology training materials across industry and workforce education providers</li> <li>Increase employer-sponsored, work-based learning opportunities and incumbent worker training</li> </ul>	<ul style="list-style-type: none"> <li>Create an industry-educator forum to consistently address workforce needs</li> <li>Promote creation of paid, industry internship and apprenticeship programs</li> <li>Through a platform (described below), create centralized response system/process for responding to employer inquiries and requests for education and training assistance</li> <li>Conduct regular needs analysis and technology scans to inform curricular and program priorities at the regional level</li> <li>Identify champions to lead development of an online platform; identify resources for maintaining the database; populate platform with “consumable” career information, scholarships; resources; job opportunities; internships, and work-based training opportunities; incorporate project-, work-, and community-based learning platform/features</li> <li>Promote platform to employers, workforce development providers, counselors, career centers, community-based organizations</li> <li>Work with municipal governments and employers to create projects that address real-world transportation and warehousing problems</li> </ul>

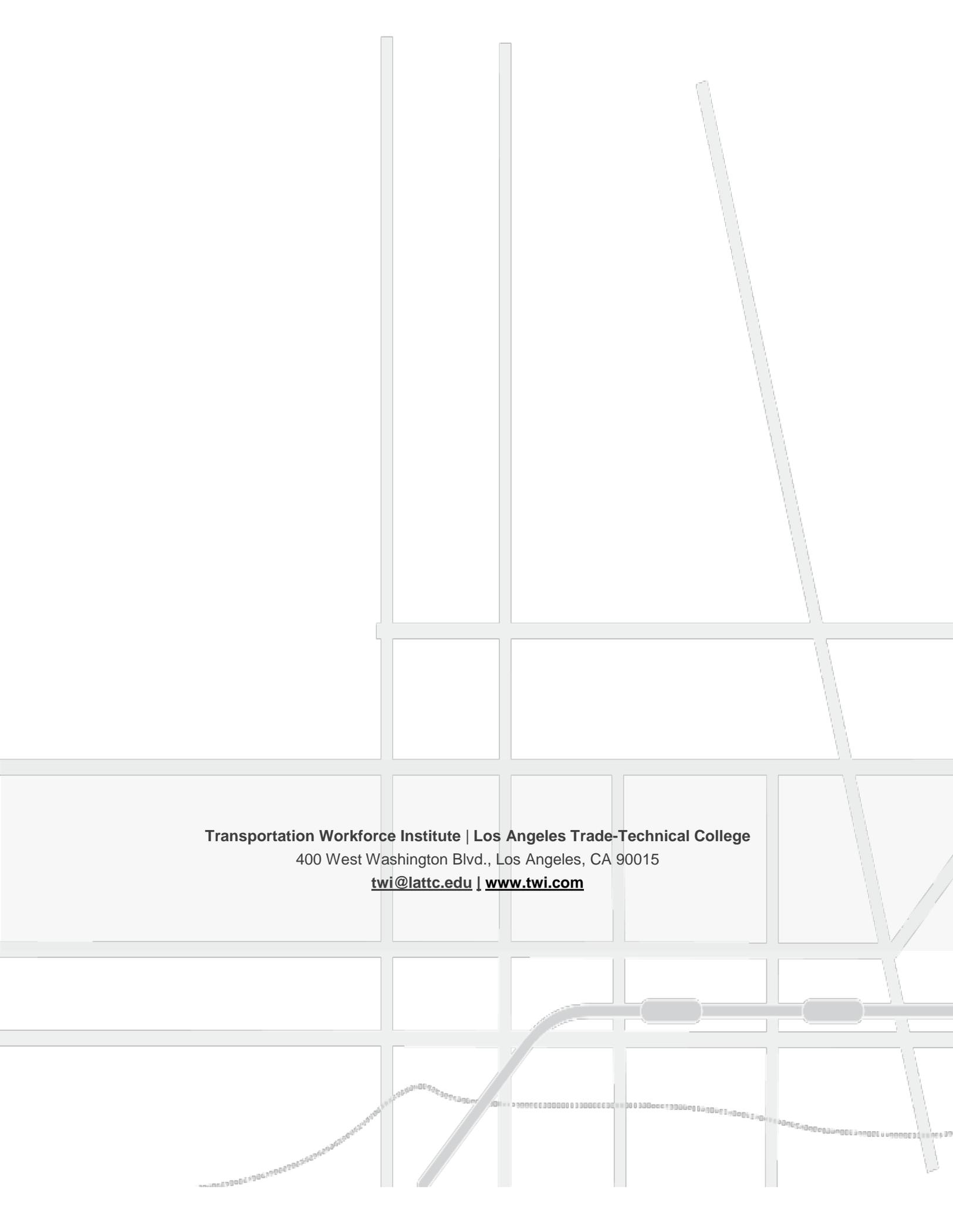
<b>Goal: Raise Interest in Transportation and Warehousing Occupations</b>		
<b>Challenges</b>	<b>Strategies (in priority order)</b>	<b>Action Items (in order of priority and interest combined)</b>
<ul style="list-style-type: none"> <li>Lack of awareness of transportation and warehousing career options; most prevalently with youth/young adults (millennials and Generation Zs)</li> <li>Perception of transportation and warehousing career options as antiquated and limited; particularly among counselors and parents of youth/young adults</li> <li>Outdated communication methods and channels do not reach or resonate with audiences</li> </ul>	<ul style="list-style-type: none"> <li>Build a positive, accurate brand for transportation and warehousing industry</li> <li>Increase online, social media, and other communication methods and channels to reach all audiences including youth/young adults</li> <li>Raise awareness of transportation and warehousing industry and career potential; particularly with those individuals who advise students</li> <li>Communicate how transportation and warehousing industries address sustainability and livability to attract youth/young adults</li> </ul>	<ul style="list-style-type: none"> <li>Develop engaging branding and communication methods/materials; partner with industry creative services departments to assist</li> <li>Provide career exposure opportunities such as field trips, virtual experiences, and internships to increase youth/young adult awareness of transportation and warehousing careers</li> <li>Distribute communication materials and engage regional secondary and postsecondary counselors and career centers</li> <li>Provide hands-on career exploration activities; year-round</li> <li>Connect “interest-raising” efforts with secondary career pathway programs and activities</li> </ul>

**Transportation and Warehousing Workforce Development Framework for Action:  
Los Angeles and Orange Counties, California**

<b>Goal: Increase Preparation for Transportation &amp; Warehousing Occupations to Meet Industry Needs</b>		
<b>Challenges</b>	<b>Strategies (in priority order)</b>	<b>Action Items (in order of priority and interest combined)</b>
<ul style="list-style-type: none"> <li>• Misperceptions of qualifications needed for employment in transportation and warehousing industries/occupations</li> <li>• Lack of resources (information, funding, access to technologies) to respond to industry workforce needs and constantly changing technology and skills needs</li> <li>• Gaps in graduates' technical skills and abilities</li> <li>• Inadequate non-technical, 21<sup>st</sup> century, and "soft skills" abilities</li> <li>• New workforce entrants lack practical or work experience in transportation and warehousing industry</li> </ul>	<ul style="list-style-type: none"> <li>• Clearly communicate occupation qualifications</li> <li>• Develop shared postsecondary curriculum and credentials to industry standards and requirements</li> <li>• Expand work-connected, experiential learning options and opportunities</li> <li>• Define performance measures to assess student knowledge, skills, and abilities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop, expand internship programs that utilize flexible state and federal funding</li> <li>• Develop list of core competencies for high demand/high need transportation and warehousing careers</li> <li>• Gather and apply feedback from industry to recalibrate certificate and degree programs as needed</li> <li>• Establish a clearinghouse of materials and resources</li> <li>• Create a regional, shared idea lab; makerspace incorporating virtual access and utilization options</li> <li>• Establish "platform" to create project-, work-, and community-based learning resources</li> <li>• Align curriculum between educational providers across the region</li> <li>• Create standardized, sharable learning modules</li> </ul>

<b>Goal: Expand Access to Postsecondary Transportation &amp; Warehousing Education</b>		
<b>Challenges</b>	<b>Strategies (in priority order)</b>	<b>Action Items (in order of priority and interest combined)</b>
<ul style="list-style-type: none"> <li>• Limited, direct funding and resources for low-income students</li> <li>• Insufficient postsecondary programs to adequately address projected growth and replacement occupations</li> <li>• Lack of skill/credit portability across postsecondary providers</li> <li>• Large percentage of individuals work while participating in postsecondary education; limiting participation, credits taken, sustained enrollment, and persistence</li> </ul>	<ul style="list-style-type: none"> <li>• Standardize skill/competency definitions for postsecondary credentials (badges, certificates, degrees, transfer requirements) and industry certifications (where applicable)</li> <li>• Develop, expand flexible course/program delivery models to accommodate working students</li> <li>• Streamline methods and processes for skill/credit portability between education and workforce development providers</li> <li>• Increase direct funding opportunities for students</li> <li>• Expand postsecondary programs</li> <li>• Increase credit for prior/other learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new and expand existing education and training programs including new entrant and mid-career programs</li> <li>• Create regional career pathway maps including education options and the direct connections between them; ensure connections are supported by streamlined transfer/articulation processes</li> <li>• Develop, expand delivery models that accommodate working learners – online learning options; flipped classrooms; cooperative education; etc.</li> <li>• Develop standard skill/competency definitions; collectively working with certifying groups and employers</li> <li>• Expand scholarships and other funding/resources through industry partners, state/federal grants, etc.</li> <li>• Create funding map of available scholarships and aid programs</li> <li>• Create shared prior/other learning assessments and processes</li> </ul>

This page intentionally left blank



**Transportation Workforce Institute | Los Angeles Trade-Technical College**  
400 West Washington Blvd., Los Angeles, CA 90015  
[twi@lattc.edu](mailto:twi@lattc.edu) | [www.twi.com](http://www.twi.com)