



CTE Partnership Profile Template

Project Name:	Logistics Working Group
Location:	Los Angeles, California
Partner College(s):	East Los Angeles College (ELAC) Los Angeles Valley College (LAVC) Los Angeles City College (LACC)
Partner Organization(s):	Community Career Development (CCD)
Target Industry:	Logistics (Goods Movement and Transportation)
Target Population:	Extremely ethnically and racially diverse mix of low-income (WIA-eligible) adults, including large numbers of men. Most participants are unemployed or underemployed and have a work history in very low-wage jobs. Participants are required to have a high school diploma or a GED.

Project Innovations

» Short-term bridge training model that prepares graduates to continue education and/or compete successfully for identified on-the-job training opportunities

» New logistics certificate and associate's degree curricula—first of kind in Los Angeles

» Legal assistance with criminal record expungement

» Exposure to on-line course delivery technology in supportive classroom environment

Partner Organizations:

Community Career Development is a workforce development non-profit organization established in 1972. Community Career Development operates a one-stop WorkSource Center in the Mid-Wilshire District in the City of Los Angeles known as Koreatown. The organization provides a variety of workforce development services to local businesses and residents to promote local employment and economic development.

East Los Angeles College (ELAC), Los Angeles Valley College (LAVC) and Los Angeles City College (LACC) are in the Los Angeles Community College District. All three colleges serve low income populations within their areas and have extensive experience working with the target population served by this partnership. ELAC has been recognized by the State for its effective placement of TANF students into Work

Study positions and is part of a seven-college Logistics Training Consortium funded by the State Chancellor's Office. The Los Angeles Valley College Job Training program has trained and placed more than 15,000 job seekers in new positions while providing skills and training upgrades to more than 10,000 incumbent workers in a variety of courses. LAVC recently received a \$1.5 million DOL grant for training in advanced manufacturing.

Project Summary:

The Logistics Working Group coordinates a multi-faceted set of logistics/transportation training programs to meet the need of industry for entry-level employees and career advancement for incumbent workers. Its work involves the development and operation of three education bridge programs designed to prepare participants for on-the-job training in high-wage occupations with a career path and/or for continuing education at a community college while employed in the logistics industry. These bridge programs include: (1) a Bus Operator Bridge, (2) the Logistics/Goods Movement Training Academy, and (3) a Service Attendant-Mechanic Bridge (in development).

Academic/Vocational Program:

In recent years, the Los Angeles Metropolitan Transit Authority (MTA) had a critical shortage of hundreds of bus operators—despite high local unemployment and active recruitment. It had difficulty finding candidates who were prepared to succeed in its paid on-the-job bus operator training program. MTA spent a lot of resources on recruitment and screening, only to find that recruits were ill-prepared to complete training successfully. Community Career Development and LAVC worked closely with MTA's human resources department to design a two-week **Bus Operator Bridge** training that has recruited and pre-trained hundreds of applicants for MTA. The program is offered quarterly and has been a major factor in MTA closing its operator shortage and successfully expanding recruitment and employment to include large numbers of low-income residents who MTA was not able to reach effectively in the past.

Community Career Development recruits and screens candidates for the Bus Operator Bridge, and LAVC instructors train students on-site at MTA. After completion of the bridge program, trainees advance into paid on-the-job training at the MTA. Successful graduates of the MTA program earn approximately \$15/hour and an extensive benefits package. MTA reports that bridge participants are their most successful trainees. Bus Operators who continue their education and perform well are eligible for a number of promotions to supervisory and administrative positions. ([Watch](#) a short video describing the bridge training program and featuring successful trainees.)

The **Logistics/Goods Movement Training Academy**, a second bridge program developed by the working group, is designed to introduce students to the logistics/goods movement industry and the career opportunities it offers. The curriculum includes industry fundamentals and forklift operation as well as basic math, reading, computers, communication, customer service, and employability skills. This six-week bridge, offered three to four times per year, results in a certificate of completion, forklift certification documenting safety and experience in forklift operation, and six units of college credit

hours. Three units of college credit are awarded for the Computer Survey Course taught by LACC, and three units of college credit are awarded for the two classes in logistics taught by ELAC. The bridge has evolved extensively during its first two years of operation as partners learn about issues the graduates face in obtaining and retaining work and as partners develop degree programs to which the training will ultimately link.

A third bridge program is currently being developed jointly by the MTA, the colleges and Community Career Development with customized curriculum based on the needs of MTA. The proposed **Service Attendant Academy**, designed as a 2-week bridge program, will include a 1 unit for-credit class in vehicle maintenance taught by the ELAC instructor in Automotive Technology. MTA has approximately 30 openings for mechanics, and offers in-house occupational mechanics training to their cadre of service attendants. However, because of the need for better skills and aptitude to succeed in the advanced mechanics training with MTA, CCD is developing the Service Attendant Academy to prepare job seekers interested in career pathways for mechanics and within the MTA. This is especially critical because of the need to maintain its upgraded bus fleet of vehicles that run on compressed natural gas. CCD is also discussing the expansion of this bridge program to other transit companies.

The Logistics Working Group benefits from partners who bridge the typical silos both within community colleges and across colleges within the same system. At LAVC, the primary project partner is located in the Job Training Office, while at ELAC, the primary project partner is a Dean on the academic side. Collaboration has allowed the partners to think creatively about combining non-credit and for-credit coursework and to develop new programming relatively quickly. In the Logistics Academy, which is located at Community Career Development, LAVC instructors teach customer service (non-credit), LACC instructors teach the computer software survey course (3 units credit), and ELAC instructors teach on-line courses in Business Terminology in Logistics (2 units), and Introduction to Logistics in a Non-traditional Office Environment (1 unit). Access to continuing coursework in records management, inventory management, and international trade for logistics participants and graduates is also being discussed with the education partners.

The Logistics Academy Business Terminology course is an on-line course offered in the classroom. Students are introduced to both college-level work and the on-line course instruction method. Because traffic and geography make Los Angeles difficult and expensive to navigate and because students are likely to be employed after graduating from the Academy, getting to a college to take additional courses can be difficult for many individuals. The hope is that a supportive introduction to on-line learning will encourage and prepare students to take additional coursework on-line.

Supportive Services:

Participants in the Logistics bridge program receive supportive services through Community Career Development including: intensive case management, small emergency needs-based payments, connections to child care, mental health referrals, clothing vouchers, financial management training, food bank referrals, tuition

reimbursement, educational materials, books, uniforms and fees associated with employment, tuition waivers, access to English-as-a-Second Language training, and contextualized basic academic skills training. The colleges and the local non-profit Literacy Network provide tutorial assistance. Community Career Development also leverages the resources of other public services, such as the Department of Social Services, which provides access to Food Stamps, Medicaid and other programs, and the Employment Development Department, which administers unemployment and disability insurance. Both agencies are co-located in Community Career Development's offices. In addition, each of the community colleges has extensive supportive services including on-campus child care center and health clinics.

Many applicants to the logistics bridge programs have criminal records, making them ineligible for most jobs in the industry. Rather than continue to try to screen out these applicants or just find employers who were willing to hire them in jobs that often offer low wages, Community Career Development has hired a part-time attorney to work with applicants to expunge their criminal records. This is a viable possibility in California for ex-offenders who meet specific criteria, and the partners anticipate that a number of participants will have their records expunged.

Advanced Educational Pathway:

ELAC, with input from Community Career Development, LAVC and logistics employers, has developed and gotten approval for a new curriculum for Logistics Certificates and an Associate's degree. This curriculum is the first of its type in Los Angeles. ELAC is enrolling Logistics Academy graduates and other students in courses that began in April, 2008. The first courses are located at Community Career Development and taught by ELAC instructors.

Industry/Employer Engagement:

The Logistics Working Group knows that employers in the logistics/goods movement industry are experiencing difficulty hiring and retaining a sufficient number of workers who are prepared for entry- and mid-level positions and/or are ready to participate successfully in on-the-job training that can lead to higher skilled jobs. The partners stay abreast of the industry's needs and engage employer partners through the Logistics Advisory Board, formed by the working group. This employer advisory board meets quarterly and provides input on curriculum, program design and implementation, as well as strategies for outreach to other industry leaders. Members also discuss job openings, recruitment, hiring and workforce retention. CCD has enlisted the expertise of graduate students from UCLA's School of Urban Planning to conduct new outreach and research to ascertain the current status and projections of hiring needs among a range of local logistics companies, including original members of the Advisory Board.

Because logistics is such an important sector in the region (with approximately 40% of all goods entering the United States coming through the dual ports of Los Angeles and Long Beach), many state and municipal groups also conduct research on industry trends. For the working group, this data provides important information to guide decision-making.

In addition to the MTA, which has been a critical partner in this work, the group has built relationships with a range of private companies who support the program and hire graduates. For example, ELAC is currently working with United Parcel Service to develop a training warehouse and distribution facility. Students enrolled in logistics coursework will be exposed to a real-life distribution environment. ELAC is also in discussion with UPS to formalize access to UPS employment opportunities as part-time package handlers, through which students can earn income, gain experience, and have access to UPS' generous employee education benefits. As a matter of policy and culture, all UPS employees begin as package handlers, and are promoted based on performance, education, and experience gained on the job.

Notes on Funding Sources and Strategies:

The original formation of the Los Angeles logistics collaboration was spurred by a Request for Proposals from the City of LA Workforce Investment Board for a one-stop career center to explore providing workforce development activities for the logistics industry. Community Career Development convened a broad range of education, industry and workforce development representatives in the early planning stages before formalizing agreements with ELAC and LAVC that resulted in the partnership ultimately being awarded funds to develop the Logistics Academy. Integral to their success was the model CCD and LAVC had developed for the highly regarded MTA Bus Operator Bridge program, which has been recognized with awards from the Workforce Investment Board and the California Community Colleges.

Currently MTA provides a substantial amount of funding for the Bus Operator Bridge (\$25,000/year for the past 2 years), an on-site training location, and a variety of resources needed for effective training. CCD anticipates that going forward, other logistics industry employers will provide tuition reimbursement or paid release time to the incumbent workers they hire after completing the Logistics Academy so they can continue to upgrade their skills. Many logistics industry employers have strongly indicated their desire to support worker learning and advancement, as they have a variety of employment needs that they struggle to fill.

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