

SHAPING THE FUTURE

A Vision for Workforce Intermediaries in Los Angeles County



PURPOSE OF REPORT

Supported by The Eli and Edythe Broad Foundation (TBF), this report offers a detailed survey of workforce intermediaries (WIs) in Los Angeles County. Essential for linking employers with educators, training programs, and labor pools - particularly those marginalized from the job market - WIs are diverse in their function and impact. Despite the significant presence of WIs in the Los Angeles area, there's an absence of a unified WI model for funders from the philanthropic, public, or private sectors to support comprehensively.

The diverse needs of LA County may challenge the feasibility of a singular, all-encompassing WI. Nonetheless, it is imperative to strive for a more uniform definition and purpose among WIs, alongside clear indicators of success, to streamline and enhance workforce development efforts in the region.

This analysis and subsequent report aimed to accomplish a few key objectives:

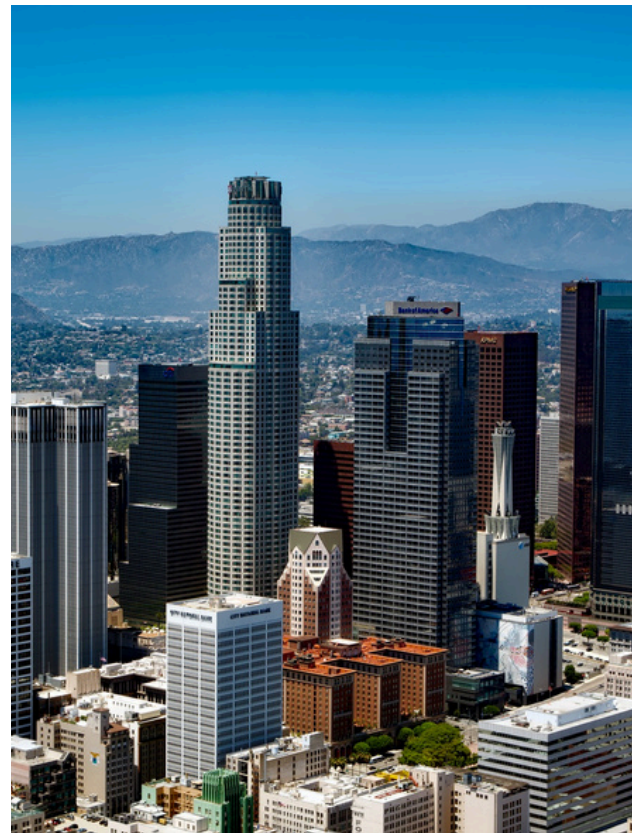
- Identify the distinct roles and functions of WIs as well as the criteria by which to evaluate their effectiveness,
- Examine best practices and innovative approaches employed by WIs to address systemic inequities in workforce development,
- Review some of the key WIs in the Greater LA area,
- Inform strategic investments and initiatives aimed at creating more equitable pathways to economic prosperity for residents of LA County, and
- Provide actionable recommendations to TBF and other stakeholders for enhancing the effectiveness and impact of WIs in promoting equitable access to employment opportunities for all residents of LA County

INTRODUCTION & OVERVIEW

In today's rapidly evolving labor market, employers face significant challenges in identifying skilled talent amidst the shifting demands of digital skills and the emergence of the gig economy. Concurrently, students and adults, particularly those from marginalized communities, encounter systemic barriers in accessing quality job opportunities, exacerbating existing disparities in employment outcomes. This disparity highlights the urgent need to create a coordinated workforce ecosystem that connects historically marginalized communities to sustainable employment pathways, with equity as a central focus.

As the world's 21st largest economy, the economic and workforce assets within LA County are as varied as its population. Home to a wide array of industries, 78 school districts, 14 community college districts, seven workforce development boards, and a robust economic and workforce development system, sustainable career pathways are still unavailable to many individuals, particularly those living in our communities of color. Despite, or perhaps because of, the sheer number of agencies, governing bodies, administrators, service providers, and community-based organizations that are so fervently invested in facilitating critical education and workforce development opportunities to residents who need it most, the economic and workforce development landscape is siloed, fragmented, inefficient, and often difficult to navigate.

Workforce intermediaries (WIs) play a pivotal role in bridging the gap between employer demand and workforce supply, and serve as critical connectors, facilitating pathways to economic opportunity for individuals who face barriers to entry into the workforce. Importantly, WIs serve as catalysts for creating more equitable pathways to employment. Although existing research has shed light on the roles and effectiveness of WIs at a national scale, there is a significant gap in our understanding of their specific functions and contributions within the distinct local setting of LA County.



Broadly speaking, understanding the local WI landscape is essential for crafting impactful, equitable, and sustainable workforce development strategies. At a more granular level, there are several benefits, key among them include:

- **Targeted Solutions:** Understanding LA's labor market nuances helps tailor programs that meet specific local needs, enhancing effectiveness for employers and job seekers.
- **Increased Equity & Inclusion:** Awareness of LA's diverse demographics allows for strategies that ensure equitable job access, aiming to diminish employment gaps in marginalized communities.
- **Enhanced Collaboration & Partnerships:** Local insights bolster partnerships among intermediaries, businesses, and educational entities, fostering coordinated efforts for greater impact.
- **Resource Optimization:** Knowledge of the local ecosystem aids in pinpointing service gaps and avoiding effort duplication, leading to more efficient use of resources
- **Policy & Advocacy Impact:** Familiarity with local conditions empowers intermediaries to advocate for supportive workforce policies, offering policymakers valuable, databacked insights.
- **Adaptability & Innovation:** An acute understanding of local dynamics enables intermediaries to swiftly adapt and innovate, keeping pace with evolving workforce needs.
- **Community Engagement & Trust:** Connecting with the community, respecting its unique makeup, builds trust essential for the success of development initiatives.
- **Economic Growth & Prosperity:** Addressing LA workforce needs contributes to its economic vitality, filling critical business roles, and fostering innovation and growth.

DEFINING WORKPLACE INTERMEDIARIES

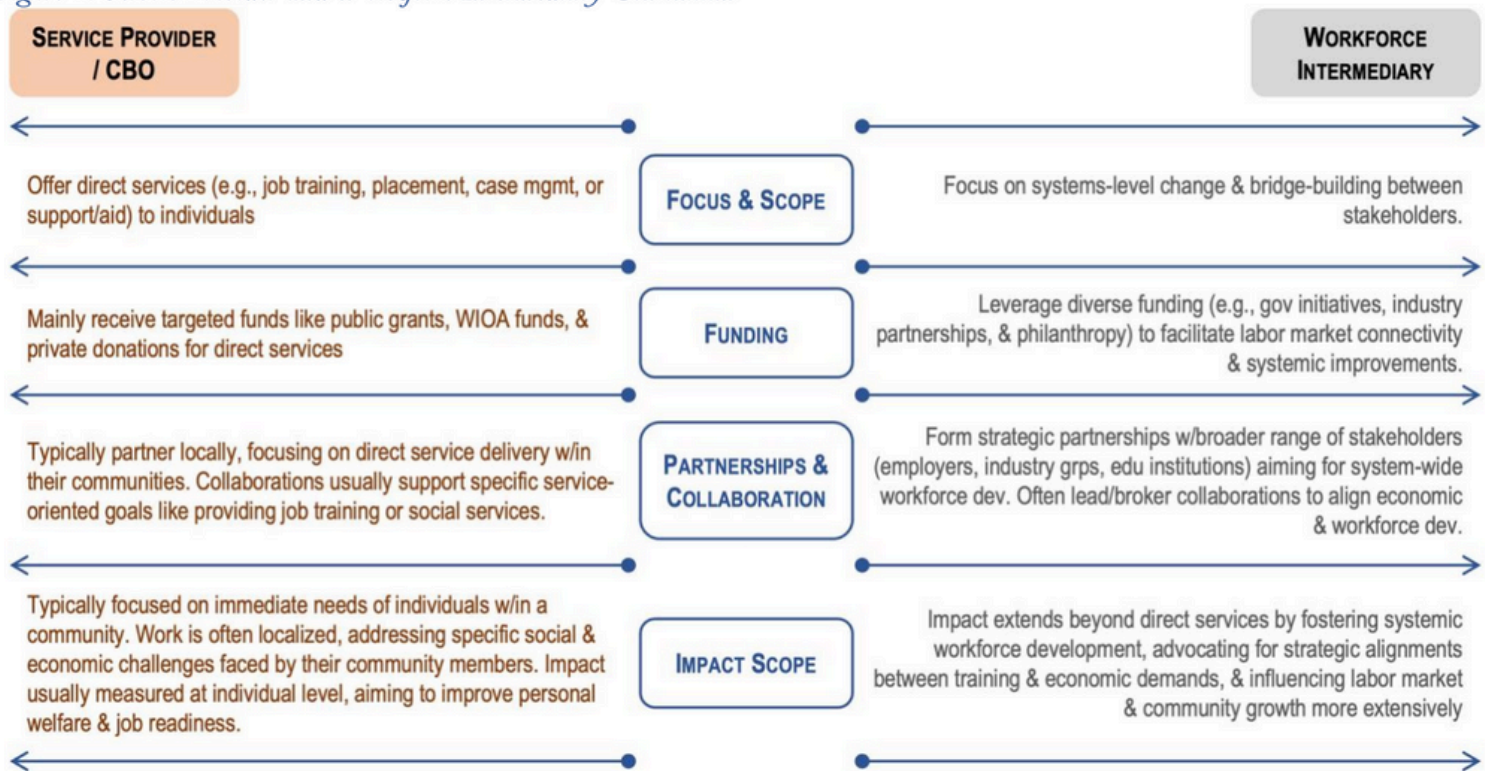
At their core, WIs are dedicated to identifying and tackling labor market challenges. Importantly, to accomplish their objectives and goals (which often evolve over time), WIs either directly provide essential services or coordinate their delivery through other entities. It is in the provision of services that WIs may overlap with direct service providers. But in many ways, the intersection between these two types of organizations stops there. WIs act as strategic facilitators and connectors within the labor market. Their primary role is to bridge the gap between employers, job seekers, and educational institutions, focusing on the larger picture of workforce development. WIs are often involved in analyzing labor market trends, identifying skill gaps, and developing strategic partnerships that enable more comprehensive employment solutions. They work not just at the individual level but also engage with industries, policymakers, and communities to create systemic changes that benefit the workforce as a whole.

Practically speaking, the lines between WIs and direct service providers can be blurred given that some organizations act as both WIs and provide services (e.g., training) to individuals seeking sustainable career paths in industry. Importantly, however, direct service providers have a more limited scope and do not act as strategic connectors, engage in organizing and planning within their local labor market, or bring together multiple partners and funding streams to achieve common goals.

In essence, while workforce intermediaries may operate on both macro and micro levels to align workforce development strategies with economic needs, direct service providers typically operate on more of a micro level, directly assisting individuals in their employment journey. Both, however, play crucial roles in building a skilled and adaptable workforce.

To fully appreciate the workforce development landscape, it's useful to view direct service providers and Workforce Intermediaries (WIs) along a continuum. This perspective recognizes that while some organizations focus primarily on direct, immediate assistance, others span a range of activities that integrate direct service with systemic development efforts. Organizations may exist at various points along this spectrum, reflecting their unique contributions to workforce development. Some may provide localized job training, while others may engage in broad-based, strategic partnerships that address systemic workforce challenges. By understanding where entities fall on this continuum, we can better grasp their roles in fostering economic growth and responding to labor market dynamics.

Figure 1. Service Provider and Workforce Intermediary Continuum



BEST PRACTICES AND KEY PERFORMANCE INDICATORS

Our model of best practices and associated key performance indicators for workforce intermediaries (WIs) stems from a synthesis of insights from subject matter experts and a comprehensive review of pertinent research. Each best practice reflects a core attribute of effective workforce intermediaries and is paired with a key performance indicator that offers a tangible measure of success.

This framework serves as an initial model to distinguish between good and great WIs, providing a lens through which we can evaluate the capacity of WIs to not only meet the immediate workforce needs but to drive substantial, long-term impact within their communities and the labor market at large. It lays the groundwork for an evolving understanding of what propels WIs to excel and stands as a guidepost for ongoing enhancement in the field. Following the table, we briefly describe each best practice.

Table 1. Workforce Intermediaries Best Practices and Key Performance Indicators

BEST PRACTICE	KEY PERFORMANCE INDICATOR
1. Connection to Employment-Related Opportunities	WI success in connecting participants to employment-related opportunities, including jobs, internships, apprenticeships, and work-based learning, focusing on the scope and relevance of these opportunities.
2. Collaboration & Partnership Efficacy	WI ability to foster effective collaborations and partnerships across sectors, focusing on the diversity, strategic alignment, impact, and sustainability of these partnerships.
3. Program Improvement & Responsiveness	WI agility in adapting programs based on feedback, labor market changes, and emerging industry needs, including the introduction of new programs and curriculum updates.
4. Access to Equitable Opportunities	WI efforts to provide equitable access to programs for all participants, with a focus on outreach, support services, and success rates for underrepresented or underserved communities.
5. Community Impact & Outreach	WI impact on community development and workforce readiness, considering the breadth of programs, services offered, and partnerships with local organizations and institutions.
6. Sustainability & Growth	WI strategies for financial sustainability and program scalability, including funding diversification and evidence of growth or expansion efforts.
7. Data-Driven Program Adjustments	WI utilization of data and analytics to inform program adjustments and improvements, ensuring alignment with workforce needs.
8. Policy & Funding Advocacy	WI involvement in advocating for workforce development policies and efforts to secure funding that supports its mission and enhances program offerings.
9. Innovation & Responsiveness to Market Changes	WI development of innovative programs and services that respond to changing market needs, including digital transformation, green jobs, and emerging sectors.
10. Funding Source Diversity & Longevity	Diversity and resilience of the WI funding model, including evidence of strategic planning for long-term sustainability and capacity to adapt to funding shifts.

Connection to Employment-Related Opportunities

WIs distinguish themselves by forging avenues into careers, not just jobs. They excel by curating relationships with employers that lead to a broad spectrum of roles, encompassing internships, apprenticeships, and strategic work-based learning positions. Such WIs do more than fill vacancies; they curate career paths aligned with industry evolution, ensuring their participants are equipped for roles that offer long-term stability and growth opportunities.

Collaboration & Partnership Efficacy

WIs act as the nexus of a dynamic partnership web, uniting diverse entities across various sectors to tackle workforce challenges collaboratively. Successful WIs build alliances that are strategic, purposeful, and sustainable, capable of driving significant workforce development initiatives. To achieve this level of impact, WIs must focus on fostering deep, sustained collaboration that goes beyond surface-level interactions. This requires a commitment to long-term, strategic partnerships that leverage the unique strengths of each stakeholder and maintain a clear focus on shared goals and outcomes. Their partnerships are designed to leverage each stakeholder's strengths, creating a cohesive force for systemic change within the labor market.

Program Improvement & Responsiveness

Responsive WIs continually refine their programs to align with the labor market. They implement feedback mechanisms, engage in constant dialogue with industry leaders, and adapt training programs to fill emerging skill gaps. A critical component of this responsiveness is tracking key outcomes such as credential attainment and job placement. These data points provide essential insights into the effectiveness of customized training programs in preparing participants for success in the workforce. By doing so, they ensure that curricula remain relevant and graduates remain competitive within the evolving job market.



Access to Equitable Opportunities

A central tenet for WIs is the creation of equitable access to opportunities. This practice involves proactive outreach and tailored support services, ensuring that underrepresented communities can partake in and benefit from their programs. It is about dismantling the systemic barriers to employment and creating a workforce reflective of the community's diversity.

Community Impact & Outreach

Top-performing WIs extend their reach beyond the individual, impacting the community at large. They become a vital part of the local economic ecosystem, offering services that enhance workforce readiness, engaging in projects that support community development, and forging local organizational partnerships that address broader socio-economic needs.



Sustainability & Growth

Sustainable WIs exhibit a robust financial foundation and an eye for scalability. They demonstrate strategic funding diversification and showcase tangible growth or expansion efforts, indicating their programs are not just successful in the present but are poised for future challenges.

Data-Driven Program Adjustments

Data-driven WIs use labor market analytics to calibrate their programs effectively. They respond to industry demands with agility, ensuring their training and services remain at the forefront of workforce needs. Such WIs are adept at translating data insights into actionable program enhancements.

Policy & Funding Advocacy

Leading WIs are active in the policy arena, advocating for workforce development reforms and pursuing funding avenues that bolster their mission. They leverage their insights to influence policy and attract funding that sustains and enhance.

Innovation & Responsiveness to Market Changes

Innovative WIs stay ahead of the curve, anticipating and reacting to shifts in the job market with creative solutions. They incorporate new technologies and adapt to sectoral trends rapidly, ensuring their services are always aligned with current and future market needs.

Funding Source Diversity & Longevity

Financially astute WIs prioritize a diverse and enduring funding strategy. They demonstrate the ability to navigate funding cycles, showing resilience in the face of economic shifts. By planning strategically, they ensure long-term sustainability and the ongoing impact of their programs.



WORKFORCE INTERMEDIARIES IN LA COUNTY

Los Angeles County stands at a crossroads in its workforce development. Unlike other cities, such as New York, Boston, and Philadelphia, that boast veritable WIs, LA County's ecosystem is distinct. Here, organizations frequently operate in the middle ground of the spectrum, embodying roles of both direct service providers and WIs. This unique positioning, combined with the geographic dispersion of WIs across the region, has led to disjointed efforts and sporadic rather than strategic collaboration. The spread-out nature of WIs has also resulted in a focus on scaling community-based services rather than a unified, integrated approach to workforce development.

To address these challenges, it is crucial to foster regional workforce ecosystems that facilitate stronger connections among WIs, educational institutions, and employers. By building a more cohesive and coordinated network of stakeholders, LA County can leverage the collective strengths of its workforce development assets and drive more impactful, equitable outcomes for all residents. An asset map, for example, can offer a visual representation of the distribution of WIs, educational institutions, and key employers across the region, highlighting areas of concentration, gaps in coverage, and potential opportunities for collaboration and resource sharing.

Through mini case studies later in the paper, we will delve into what we mean by "veritable" or "traditional" WIs, further clarifying their distinct roles. This section, however, aims to shed light on these organizations' indispensable role within it, emphasizing the potential for even greater impact with the infusion of traditional WI strategies into the existing framework.

Table 2. Workforce Intermediaries in Los Angeles County

WORKFORCE INTERMEDIARY	BRIEF OVERVIEW
Amity Foundation (Amity)	Amity focuses on holistic personal growth, advocating for transformative justice and public safety through global collaborations, providing support services that address substance abuse, and aiding in reentry from incarceration.
California Community Economic Development Association (CCEDA)	CCEDA is a comprehensive resource advancing community revitalization in California through training, technical assistance, and advocacy, emphasizing sustainable economic solutions.
Community Development Technologies Center (CDTech)	Empowers South LA communities with tools for social and economic change through community organizing, policy advocacy, and economic development initiatives, focusing on urban areas.
Center by Lendistry	Provides underserved small businesses with essential resources like financial education, funding opportunities, and mentorship to foster growth and resilience in diverse communities.
Center for a Competitive Workforce (CCW)	Facilitates collaborations between LA region community colleges and key industries to align education with evolving market needs, enhancing workforce readiness through targeted programs and insights.
Coalition for Responsible Community Development (CRCD)	A South LA organization dedicated to empowering local youth through education, employment, and housing programs, driving neighborhood revitalization and community well-being.
DECA	Cultivates emerging leaders and entrepreneurs in marketing, finance, hospitality, and management through high school and collegiate level programs that combine competition-based learning with real-world business experience.
Goodwill	Supports individuals in overcoming employment barriers with comprehensive services including vocational training, education, and job placement, fostering community prosperity through the power of work.
Inclusive Action for the City (Inclusive Action)	A Community Development Financial Institution (CDFI) championing financial inclusion for underinvested communities with innovative capital solutions and advocacy for equitable economic policies.
LA Clean Tech Incubator (LACI)	Accelerates clean technology innovation and adoption in the Greater Los Angeles area through startup support, strategic partnerships, and community programs aimed at building a sustainable and inclusive green economy.
LA Trust for Children's Health (LA Trust)	Advances child and adolescent health in LAUSD schools through screenings, education, and policy advocacy, utilizing data-driven approaches to address health disparities and promote wellness.
LAUNCH LA Apprenticeship Network (LAUNCH LA)	Streamlines the apprenticeship process, integrating programs into educational and workforce systems to facilitate career pathways in diverse industries for students and businesses in the Inland Empire.
Long Beach Center for Economic Inclusion (LBCEI)	Stimulates economic growth and opportunity in Long Beach by facilitating access to critical resources, fostering small business development, and advancing affordable housing solutions.
LA Area Chamber of Commerce Foundation (LA CoC Foundation)	Strengthens the Southern California community through initiatives that enhance education, economic opportunity, and quality of life, leveraging partnerships across sectors.
LA Regional Consortium (LARC)	Enhances regional workforce development by coordinating efforts among community colleges in Los Angeles County, aligning training programs with local industry demands to drive economic growth and expand career pathways.

<i>Miguel Contreras Foundation (MCF)</i>	Champions the rights and advancement of Los Angeles workers and communities through comprehensive advocacy, educational programs, and initiatives aimed at fostering social and economic equity.
<i>National Academy Foundation (NAF)</i>	Transforms the high school experience by establishing small learning communities focused on real-world readiness in finance, hospitality, engineering, and IT, promoting student achievement through industry partnerships.
<i>REDF</i>	Invests in social enterprises that provide employment and skills training to those facing barriers to work, emphasizing the dual mission of social impact and business sustainability.
<i>UniteLA</i>	Promotes access to quality education and meaningful career opportunities through partnerships between businesses and educational institutions, focusing on equitable economic mobility.
<i>Valley Economic Alliance (VAE)</i>	A regional partnership dedicated to enhancing the economic vitality and quality of life in the San Fernando Valley, supporting businesses, and promoting investment through collaborative initiatives.
<i>Vermont-Slauson Economic Development Corporation (VSEDC)</i>	Drives economic growth and financial empowerment in South LA with entrepreneurship training, access to capital, and small business development services, prioritizing community resilience and prosperity.

A review of the information in Table 2 reveals that current players are not just filling in; they are making significant contributions and, in several instances, performing excellently within their capacity as intermediaries. This context sets the stage for understanding REDF's particular prominence. As a standout organization, REDF most closely embodies the essence of a true Workforce Intermediary in the region. A key highlight of their work includes their instrumental role in a groundbreaking legislative achievement in 2022, where, through collaborative efforts with state lawmakers, they helped secure the nation's first statewide investment focused on employment social enterprises. This legislative victory, with REDF at the helm of the California Regional Initiative for Social Enterprise program, exemplifies their pivotal role in shaping policy to foster employment opportunities and stimulate economic growth through partnerships and policy advocacy.

REDF's impact extends beyond immediate employment metrics, reflecting a deep commitment to social enterprise and a vision for transformative change in communities through employment. Their focus on social entrepreneurship and investment in employment social enterprises offers a model for sustainable impact, providing jobs and training for individuals facing significant barriers to employment. This approach not only addresses immediate workforce needs but also contributes to broader societal benefits, including reduced reliance on social services and enhanced community well-being.

LARC also plays a pivotal role in the workforce development ecosystem. Their efforts in coordinating among 19 community colleges to improve workforce training align closely with industry needs, thereby boosting regional economic growth and creating career opportunities for students. This coordination is critical in ensuring that educational programs are not only responsive to the evolving landscape of job opportunities but also accessible and beneficial to a wide array of learners in the region.



LARC exemplifies the power of collaboration in amplifying the impact of educational institutions on workforce development. By fostering partnerships among community colleges, LARC enhances the collective ability of these institutions to meet the needs of both students and employers. Their work in facilitating a seamless connection between education and employment opportunities is crucial for the economic vitality of LA County and the success of its residents.

These gaps in data not only highlight areas where these organizations might strengthen their reporting and transparency but also underscore the broader challenge of quantitatively measuring the multifaceted impacts of workforce development initiatives. Addressing these gaps could significantly enhance stakeholders' abilities to assess the effectiveness, adaptability, and strategic direction of these key WIs in LA County.

While many WIs in LA County are making noteworthy contributions to workforce development, REDF stands out for its comprehensive approach to creating employment opportunities for marginalized populations. Alongside, LARC's collaborative efforts underscore the importance of synergy among educational institutions in preparing a skilled workforce for the future. Together, these organizations highlight key facets of effective workforce intermediation: targeted employment initiatives, collaborative education models, and a commitment to equitable opportunities, laying a strong foundation for sustainable economic and social progress.

EMERGENT THEMES FROM INTERVIEWS & COMMUNITY FORUMS

In this section, we summarize the most common themes that emerged from our interviews with employers, direct service providers, workforce intermediaries, and adult and youth community forums. Additional thematic detail for each stakeholder group is provided in Appendix E.

Overarching Themes from All Stakeholders

The collective input from all discussions points to a community-wide call for enhanced workforce development efforts that are accessible, comprehensive, and responsive to individual needs and aspirations. Key overarching themes include:

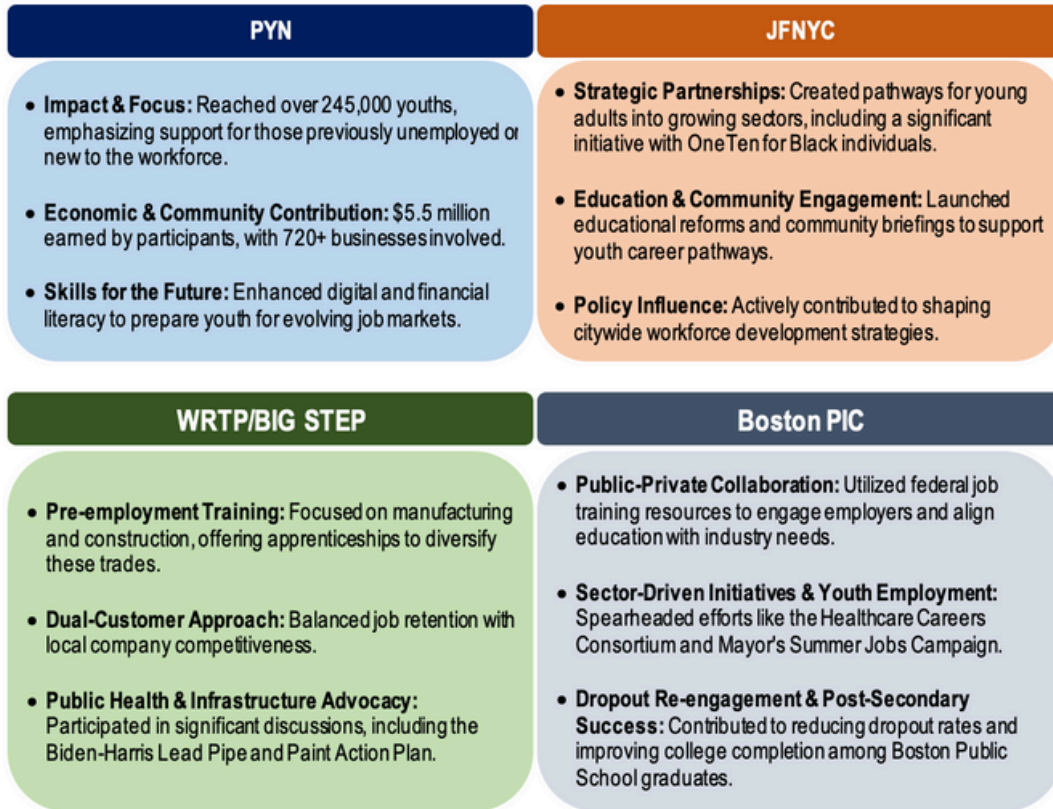
- The critical role of effective communication and collaboration across all stakeholders in the workforce ecosystem.
- The necessity of addressing both logistical and personal barriers to employment, such as information gaps, transportation, and lack of experience.
- The importance of practical experience through hands-on training, internships, and mentorships to develop relevant skills.
- A strong demand for support services that prepare individuals for the workforce, including soft skills training, resume assistance, and interview preparation.
- An emphasis on aligning career opportunities with personal interests and aspirations, highlighting a particular interest in entrepreneurship among youth.
- A strong demand for support services that prepare individuals for the workforce, including employability skills, resume assistance, and interview preparation.

These themes emphasize the need for a strategic, integrated approach to workforce development that fosters a supportive ecosystem for all community members, facilitating not only their entry into the workforce but also their sustained engagement and growth within it.

MINI CASE STUDIES

In this section, we highlight four nationally recognized workforce intermediaries – The Philadelphia Youth Network (PYN), JobsFirstNYC (JFNYC), the Wisconsin Regional Training Partnership (WRTP/BIG STEP), and the Boston Private Industry Council (Boston Pic). These “mini” case studies provide further clarity around what it means to be an effective workforce intermediary. Additional information on each is provided in Appendix F.

Figure 2. Mini Case Studies



Collectively, these “mini” case studies suggest a few important overarching learnings:

- **Collaboration across Sectors:** Successful workforce initiatives leverage partnerships that span public, private, and nonprofit sectors, fostering a holistic approach that aligns education, training, and employment opportunities with market demands.
- **Adaptability to Market Needs:** Programs that continuously evolve in response to labor market trends ensure participants gain relevant skills, enhancing employability in changing economic conditions.
- **Community and Economic Impact:** Workforce development not only empowers individuals through skill acquisition and job placement but also stimulates local economies by addressing skill gaps and supporting business growth.
- **Policy Engagement:** Active involvement in policy discussions and advocacy ensures that workforce development efforts are supported by conducive legal and regulatory frameworks, maximizing the reach and effectiveness of these initiatives.

RECOMMENDATIONS & NEXT STEPS

In the quest to fortify the landscape of WIs in LA County, it is important to reassess certain assumptions about the nature of these entities and their collaboration with foundations like The Broad Foundation. Traditionally, the rush to establish partnerships with WIs has often been driven by the perceived alignment of mission and goals. However, a more nuanced understanding reveals that effective collaboration requires a deeper comprehension of the intermediary's capacity, strategic focus, and operational challenges. This revelation advocates for a meticulous vetting process, ensuring that alignments extend beyond goals to encompass capabilities and strategies for systemic change. By re-examining our assumptions and adopting a more critical stance towards partnership formation, The Broad Foundation can significantly enhance its contributions to workforce development, ensuring that collaborations are both impactful and sustainable. This strategic recalibration not only refines the criteria for selecting intermediaries but also guarantees that engagements are positioned for enduring success and tangible contributions to community advancement.

The Broad Foundation's engagement in workforce development presents a unique opportunity to significantly influence the landscape of increased equity in youth employment and career pathways and better meeting the needs of employers in the region. By strategically investing in and advocating for scalable, innovative, and accessible workforce solutions, The Broad Foundation can catalyze systemic changes that offer sustainable benefits for both young job seekers and the broader economic community. This approach underscores the Foundation's commitment to fostering equitable opportunities and enhancing the region's workforce readiness and resilience.

The findings from the WI landscape analysis, best practices, KPI ratings, stakeholder themes, and case studies converge to inform a set of strategic recommendations for The Broad Foundation (TBF) to enhance the effectiveness and impact of WIs in promoting equitable access to employment opportunities in LA County.

RECOMMENDATIONS

- **Define a Clear Framework for WIs, Including Specific Key Performance Indicators & Performance Expectations Tied to The Broad Foundation Grants.** Given the current lack of a universally accepted definition for WI, there is ambiguity around their roles, expected outcomes, and how their success should be measured. Establishing a standardized definition will clarify these aspects, ensuring all parties have aligned expectations and can effectively assess the impact of grant-funded projects. This framework will serve as a foundation for TBF's investments and help track progress towards equitable workforce development goals.

- **Expand Investment in Scalable, Local WI Programs That Hold a Unique Position within the LA Community, with a Focus on Initiatives that Advance Equity.** It is critical to allocate funding specifically for these programs, distinguishing it from the funds directed towards direct service providers. Emphasize support for established WIs like REDF, which have successfully bridged employment gaps for individuals facing significant barriers, with a focus on initiatives that can be scaled and replicated for broader impact. Prioritize programs that demonstrate a strong commitment to serving disadvantaged communities and addressing systemic disparities in access to quality jobs.
- **Support Workforce Innovation, Particularly Initiatives that Leverage Technology and Prepare Youth for Emerging Industries.** There are several new WIs that have emerged such as SCAN that have the potential to be an innovative force to integrate technology and emerging industry skills, preparing youth for future job markets, and to meet the employer needs. Investing in forward-looking innovations can help create more inclusive pathways to high-growth careers.
- **Enhance Access to Career Pathways through Employer Engagement, with a Focus on Opportunities for Marginalized Youth.** A hallmark of WIs to bring together target workforce populations, service providers, support systems and employers. The Broad Foundation has the ability through the grant funding model to establish the required partners and target populations, particularly for marginalized youth. The Broad Workforce Intermediary Model can initiate a platform for employers to collaborate with educational institutions and training providers, ensuring programs align with labor market demands. This employer engagement strategy can help break down barriers and create more equitable access to quality jobs.
- **Advocate for Ongoing Research & Evaluation of LA's WIs & Their Programs, with an Emphasis on Assessing Equitable Impact.** The report highlights a significant gap in data on the effectiveness of youth workforce intermediary initiatives and WI overall. This lack of research undermines the potential for policies and investments that could enhance workforce development, education, and workforce policy reform, thereby improving economic opportunities for youth and young adults. Addressing this research gap is crucial for supporting effective and transformative workforce strategies in the region. TBF can play a leadership role in promoting a data-driven approach to evaluating and improving WI performance in advancing equity.
- **Foster Regional Workforce Ecosystems that Promote Collaboration and Shared Accountability for Equitable Outcomes.** Support initiatives that build cohesive, regional workforce ecosystems by facilitating stronger connections between WIs, educational institutions, and employers across LA County. Leverage the regional asset map to identify opportunities for strategic partnerships, resource sharing, and coordinated service delivery. Aim to create seamless pathways for individuals from education to employment, with a focus on system-wide collaboration and data sharing. Encourage partners to adopt shared metrics and accountability structures around equity goals.
- **Invest in Policy Advocacy Efforts that Advance Equitable Workforce Development.** Actively engage in and support policy advocacy efforts that seek to reform workforce development regulations and funding mechanisms. Focus on policies that promote equitable access to quality jobs, especially for marginalized groups. Use TBF's influence to build broader stakeholder commitment to policy changes that remove barriers and create more inclusive workforce systems.



POSSIBLE NEXT STEPS

Launch a Phased Approach, Starting with Quick Wins:

- Initiate an LA-specific Workforce Intermediary Project Funding Pilot to test innovative workforce development solutions, assessing their potential for wider adoption. Prioritize projects that can demonstrate early impact and scalability.
- Organize a meeting for LA WIs to advance industry knowledge and foster partnerships. As convenings specifically for youth workforce intermediaries have not been held in LA, The Broad Foundation could play a pivotal role in forming strategic alliances among the key players in the local workforce ecosystem, enabling the exchange of expertise and resources. Use this convening to build shared commitment to equity goals and collaborate on system-level changes.
- Develop a framework for measuring success, linking the KPIs introduced earlier to the recommendations. Propose a mechanism for ongoing data collection, evaluation, and reporting to assess the effectiveness and equitable impact of investments and initiatives.

Drive Long-Term Systemic Change:

- Enhance the capacity and effectiveness of local WIs in LA by providing multi-year financial support for their development and expansion, tied to performance on equity-focused KPIs. This investment aims to facilitate a cycle of continuous improvement, enabling WIs to learn from their initiatives, adjust strategies accordingly, and ensure their efforts remain impactful and relevant.
- Advocate for policy reforms and sustainable funding streams that promote equitable workforce development. Work with policymakers and other funders to align public investments with the WI framework and equity goals.
- Convene a regular learning community of WIs, employers, education partners, and community leaders to share best practices, troubleshoot common challenges, and maintain accountability for equitable outcomes. Encourage adoption of the WI framework and KPIs to drive field-level change.

SHAPING THE FUTURE



These steps aim to position The Broad Foundation as a catalyst for transformative change in workforce development, creating sustainable impact for marginalized communities. By investing strategically, convening partners, and advocating for policy reform, TBF can help build a more equitable and effective workforce ecosystem in LA County. The combination of quick wins and longer-term systemic changes, guided by a shared framework for WI success and accountability for equity, offers a powerful roadmap for action.

Ultimately, this report calls on The Broad Foundation to harness its unique influence and resources to lead the way in reshaping workforce development in LA County with equity at the center. By aligning stakeholders around a bold vision and mobilizing collective action, TBF can blaze a trail towards a future where all Angelenos, regardless of background, can access the skills, support, and opportunities they need to thrive in the economy of tomorrow. The time for action is now – and with The Broad Foundation at the helm, LA County can become a national model for equitable workforce development that leaves no one behind.

Appendices Available [here](#).

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