

A WTS-LA Workforce Development White Paper:

Bridging LA County's Transportation Industry Workforce Gap:
Where have all of the qualified people gone...
...and how do we get them back?

*"Even if you're on the right track, you'll get run over if you just sit there."
Will Rogers*

Introduction

Transportation defines a civilization. That may sound grandiose. In truth, it's not hyperbolic enough. Though often invisible and unacknowledged by many, transportation and its infrastructure are the glue that holds society together, the engine that drives everything from commerce to leisure to achievement. The value of efficiently getting from Point A to Point B can never be underestimated, nor should it be. The masterful movement of people and goods empowers, develops, and sustains a culture's quality of life. And after patting ourselves on the back for this achievement, we must also recognize that there is a fly in the ointment, at present. There is a very pressing problem in our transportation industry in Southern California. And it has to do with a key constant in transportation, one that is true for every era—change.

Horses, stagecoaches, omnibuses, railroads, subways, BRT, planes, light rail, rockets, jets, self-driving vehicles, the hyperloop, individual jetpacks: the list will never end. Soon we'll probably be using *Harry Potter* floo powder to transport from one location to the next. So, transportation technology and its pace of change determine how regions develop, how business sectors evolve, how lives are led. And while there have certainly been issues over time, we'd be hard pressed to find someone who doesn't see transportation's advancement as a net positive. But that *pace* of technological change can also present challenges.

Typically, people are uncomfortable with change. That's natural. Often, they fear it for many different reasons. But there are some factors inherent in transportation change. Industries disappear. Neighborhoods transform. Lives are disrupted. And professions become obsolete while new ones are created. But a relatively new problem has developed that has everything to do with change, but little to do with fear.

Whether the cause is demographics, technology itself, or societal priorities, a very serious *workforce gap* is present and growing in the transportation industry. Put simply, we do not have enough young, talented professionals in or entering the industry. In addition, as our current workforce ages and exits the industry, the talent shortage intensifies. WTS-LA wants to fix that. As a leader in the transportation industry in Southern California, WTS-LA wants to identify, analyze, and put forth solutions to address this crisis. To that end, this white paper will help advance that process by presenting perspectives from some of the most pivotal transportation industry leaders today, along with their solutions for the problem. Where have all the qualified people gone? This white paper seeks to set a course to find them.

Initiating Event – What a Difference a Half-Day Makes

In 2018, WTS-LA held its first half-day workforce development seminar in Los Angeles. Initiating an industry-wide discussion, we brought together major public agency leaders to share observations, information, and experience about environmental, economic, and technological trends, as well as existing programs on workforce development. This was the first action of many in our effort to serve as a nexus for the region so that we, as an industry, can bridge the transportation workforce gap.

Stemming from that event, this white paper will examine how we got here, who exactly our workforce is, and what we are doing about the ever-growing problem of finding the talent necessary to meet our transportation needs now and for the foreseeable future. This framework will provide both a broad overview and select answers from those people in the industry who are currently fighting the good fight to prepare the transportation industry to thrive in the 21st Century.

Historical Context – A Victim of Our Success

California and Southern California enjoy a grand tradition as trend setters. What starts here often spreads throughout the nation, and with good cause. Not only is Southern California a growing population center, it also hosts a critical number of cutting-edge, vital, innovative, future-forward industries. It is a virtual experimental test center for everything from entertainment to technology to legislation to transportation. So, we are in an international fishbowl. More practically, what does that mean?

As of July 2017, US census data puts the population of Los Angeles County at 10,163,597. That's more than one-fourth of California's *entire* population. In addition, more than 6.5 million serve in the county's workforce. The average 2017 unemployment rate was 4.6 percent.

Major industries represented in LA County include healthcare and social assistance, administrative support, construction, leisure and hospitality, retail trade, and government. Other industries include natural resources, manufacturing, wholesale trade, warehousing, utilities, information, finance, insurance, real estate, educational services, and management of companies. And then there's transportation.

Second only to construction, transportation is considered a high-growth industry in LA County. In fact, LA County represents one of the busiest and most dynamic transportation hubs in the nation for every mode—bus, car, rapid transit, aviation, rideshare, rail, etc. Here are some 2017 statistics to help fill in the picture:

- LA County is the top import/export hub in the US
- LA County has the world's 19th largest economy
- LA County is home to leading innovators like SpaceX and JPL
- Global trade and logistics is LA County's second fastest growing job market, after healthcare
- The Los Angeles International Airport welcomed 84.6 million passengers, up 4.5 percent from 2016
- Los Angeles International Airport (LAX) is the second busiest airport in the US and the fourth busiest in the world
- A major economic engine, LAX supports more than 620,000 local jobs; its on-going capital-improvement program generates another 121,640 jobs annually

- Metro is the third largest public transportation system in the US
- Metro provided more than 400 million trips, a 15 percent decrease over five years
- With nearly 10,000 employees, Metro is one of the largest employers in California
- The Port of Los Angeles (POLA) carried 9.3 million TEUs, a ten percent increase from 2016
- POLA is the busiest container port in the US
- POLA supports 148,000 local jobs, 526,000 regional jobs, and 1.6 million jobs throughout the US
- Two million additional vehicles were added to LA County roads since 1998
- LA County boasts more than 515 miles of freeway/expressway
- Nearly 222 million vehicle miles are driven in LA County every day

According to a study prepared for the Southern California Association of Governments (SCAG), “Los Angeles County, Orange County and the Inland Empire have reached historic levels of business and job growth. In fact, the six counties represented by SCAG have boosted their gross domestic product to \$1.26 trillion from \$992 billion in 2012. That’s larger than the economies of some nations, including Mexico, Indonesia and Turkey.” The SCAG report also labels transportation as a “key driver of economic expansion alongside entertainment and global trade.”

Very briefly, that’s the good news. But that’s obviously not the entire story.

The 2017 *Los Angeles Business Journal* article “Los Angeles Region Facing Mid-Skill Worker Shortage, Study Finds” (10/3/17), believes that Los Angeles “will face a 42 percent shortage in workers for middle-skill jobs in fields from health care to computer technology.” Citing a report from the Center for a Competitive Workforce, the report concludes that, “If current trends continue, the Los Angeles Basin is likely to see a deficit in talent to fill the 67,450 projected job openings in the 20 target middle-skills occupations in the next five years.”

Numerous other studies echo these conclusions. But wait, there’s more.

In the coming decade LA County will host the Olympics, the Super Bowl, and the World Cup. Any one of those would transform virtually any region. All three combined—along with Southern California’s continually expanding economy—will drive great change and equally great need. Every transportation organization in Southern California plans to ramp up for these events, along with the ever-persistent need for more efficient goods and people movement.

The die is cast, the situation clear. Los Angeles County transportation is booming, but to secure the gains that boom promises, it must find and/or cultivate a talented, trained, and effective transportation workforce.

Recommendations

This is an enormous topic, one that cannot be fully covered in a single paper. So, we have condensed it, divided it into a more processable form. To answer the question of how we can address the workforce gap meaningfully and effectively, we have shamelessly borrowed a framework directly from Propel LA's brilliant and highly recommended "[Countywide Strategic Plan for Economic Development](#)." We have structured our paper along the same seven goals in their plan. They are:

1. Invest in Our People
2. Strengthen Local Industry
3. Accelerate Innovation and Entrepreneurship
4. Be More Business Friendly
5. Develop Infrastructure
6. Connect Globally
7. Build More Livable Communities

To address these seven topics, we have assembled experts across the transportation spectrum. Their bios and qualifications are readily available in the participant biographies at the end of this paper.

1. Invest in Our People

In their strategic plan, Propel LA not only seeks to address the workforce gap, but also issues of income inequality and other pressing economic and social issues. It is a comprehensive, well-researched, and carefully crafted proposal. Again, we highly recommend reading it. As for transportation, Propel LA believes that community colleges should play a pivotal role in providing trained, talented industry professionals. According to Propel LA executive director Marianne Haver Hill, "Community colleges are developing curricula around job growth areas and future job needs so that college educations are more relevant and specialized to match industry trends and to ensure students will be job ready."

She cites a specific program, the Long Beach Promise Plan, as a model. The Long Beach Community College District promised a tuition-free first year of community college for its students. It worked. In fact, the program expanded to the Los Angeles Community College District and has been extended to include free tuition for the first *two years* of community college.

Haver Hill adds, "Community colleges need to implement changes, improvements, and reforms if necessary to address relevance, access, outreach, and effectiveness for trade and career technical education programs and policies. They must ensure that students completing these programs will be workforce ready."

Assemblywoman Laura Friedman points out that the California legislature shares the belief in the need for technical training at the college level and beyond. She notes that, “Over the past 3 years, the state budget has included a significant boost to career technical education. We’ve increased funding for local schools and community colleges to help train students for tomorrow’s career. We need to continue that investment and ensure that it helps not just the student graduating from high school looking for a job in the trades, but also for mid-career people to help them keep pace with changing technology and a changing economy.”

Metro Diversity & Economic Opportunity executive director Miguel Cabral also sees community colleges as a solution for workforce development, particularly from Metro’s perspective.

“Roles in transportation are changing. And you now need a degree or highly specialized training and skills to work in the transportation industry. According to the LA Economic Development Corporation, Measure M [a ½-cent sales tax for transportation funding] will create an additional 778,000 transportation jobs over the next 40 years. In addition, Metro expects a 50 percent workforce change over by 2024. So, we’ve created a workforce development program, Workforce Initiative Now—Los Angeles (WIN-LA), that partners with private sector employers, community colleges, work source centers to leverage Metro’s Project Labor Agreement and Construction Career Policy to encourage construction jobs and training opportunities on Metro projects—specifically targeting people from economically disadvantaged areas.

“We’re also partnering with LA County to create a Transportation School to focus on a STEAM (science, technology, engineering, arts, and math) curriculum and make the transportation industry exciting for the next generation. This will help expand a career pathway into transportation via Metro for high school students throughout LA County. The Transportation School, a boarding academy, will be housed as part of a mixed-use development project located in the Vermont/Manchester area. It will include retail, housing, and access to transit, as well as bring economic development and resources to the area.”

Lou Anne Bynum, president of the City of Long Beach Board of Harbor Commissioners agrees. She feels that, “Education programs are the centerpiece for job training, job readiness, and workforce development in Long Beach. And it started with the Long Beach Promise Program in the 1990s, a partnership between the Long Beach Unified School District, Long Beach City College, California State University—Long Beach, and the City of Long Beach. But the three fundamental pieces of the program that address workforce development directly are at the high school, community college, and college levels, along with a scholarship of up to \$25,000. The Port of Long Beach is also committed to creating a leadership academy to prepare a pipeline of leaders as well.”

But Ms. Bynum cautions that even with these efforts, solutions still face recurring headwinds.

“Artificial intelligence, globalization, and rapidly changing technology are also affecting labor needs and the labor force. For example, Long Beach is now a fully automated terminal run by computer. So, while technology drives efficiency, it’s also one of the biggest job drainers. That means we must retrain all of our workers. Everyone’s job depends on continuing education. And there is increased demand for high-level technical jobs.”

With that in mind, Ms. Bynum cites three additional education programs in which the port has invested:

- **Cabrillo High School:** Created a four-year certificate program that provides education and training for students interested in global logistics. Currently, there are one thousand graduates and a waiting list for entry. Upon completion, students receive a certificate and are eligible for industry jobs. However, the program has also become a feeder to CalState Long Beach’s Global Logistics Program for under/graduate degrees.
- **Long Beach City College:** Created the Center for Maritime Excellence, an education and job-training program to strengthen the goods-movement workforce program for careers in global logistics and the supply-chain industry.
- **CalState Long Beach:** Partnered with the Global Logistics Program at the Center for International Trade and Transportation, an award-winning education and training program for careers in international goods movement. A “ship-to-shelf” training solution, it’s the only program of its kind on the West Coast. It provides in-person classroom and online learning as well as a format for international students.

2. Strengthen Local Industry;

3. Accelerate Innovation and Entrepreneurship

4. Be More Business Friendly

While few disagree that education is fundamental to any workforce development solution, it’s not the only strategic tool. Strengthening local industry, empowering innovation and entrepreneurship, and being more supportive of business serves to address the workforce gap issue, while providing homegrown knowledge with local sensitivities as well as invested stakeholders, by definition. Naturally, this is a critical part of many efforts. We’ve combined these elements as many of the programs straddle categorization.

For example, at the Port of Long Beach, Ms. Bynum and her team helped create the Small Business Boot Camp (SBBC). Wanting to raise its small business participation goal from 25 percent to 27 percent, the port created the SBBC to teach small business owners about contract requirements and working with the port. The SBBC has proven so successful that the port actually exceeded its revised goal for small business participation.

Not to be outdone by its sister port, the Port of Los Angeles (POLA) is also making great strides in addressing workforce development and these specific topics. According to Avin Sharma, director of Labor Relations and Workforce Development at POLA, “After the 2014 labor strike, POLA created the Labor Relations and Workforce Development Division. Its tasked with building, comprehensive, holistic, positive relationships with the labor community, including the International Longshore and Warehouse Union (ILWU), International Brotherhood of Electrical Workers, and the Teamsters.

“The port also received a grant from the California Workforce Development Board to create labor and management partnerships. That then evolved into a priority workforce initiative, the Port of Los Angeles Workforce Training Center, a partnership between POLA, the ILWU, the Pacific Maritime Association, the City of Los Angeles Workforce Development Department, and the Mayor’s Office. The program will look at training and how to improve safety and efficiency.”

Mr. Sharma also notes that POLA currently has requests for proposals for 40 different projects totaling \$750 million, all with local hire provisions. In addition to traditional port jobs, e.g., crane operators and longshore positions, the local-hire provisions target greater economic opportunities for a range of small businesses. But POLA also believes that workforce-gap solutions start with training and retraining.

“POLA is looking at its aging workforce, along with the shrinking pool of expert longshore workers within ILWU. So, we created a student worker program with an apprenticeship model to attract more young people into the port workforce. While we’re working toward greater automation, we also want a clean action plan for that. We have many zero emission trucks and ships, but we want zero emission technology that can be fully automated as well. In fact, the entire supply chain is tied together to address this zero emissions goal and that will have a tremendous effect on the workforce. But we can’t electrify the port and leave the rest of the supply chain using fossil fuels.”

While it’s not clear whether such transitions will result in net job losses or gains, the reality is clear. Training and retraining is ever more important and will remain so for the future. Los Angeles World Airports (LAWA) Deputy Executive Director of the Planning and Development Group Cynthia Guidry agrees.

“There are a lot of opportunities at the airport—the Automated People Mover, the intermodal transportation center, the consolidated car rental facility, etc. So, there are great career opportunities in transportation at LAWA. We are an economic engine for the region, but we want people to understand that these career opportunities are not just about engineering jobs. They cover virtually everything.

“Right now, for example, the concessions are currently under construction, getting a refresh. Every terminal at the airport has its own development plan. And the airport is working with its partners (including the airlines) to prepare for the upcoming Olympics. But what LAWA CEO

Deborah Flint wants everyone to know is that the airport is committed to and engaged with outreach to young people for careers in aviation.”

Los Angeles County Department of Public Works Deputy Director for Development Services and Emergency Management Rossanna G. D’Antonio’s mandate extends well beyond transportation. But she sees many of the same challenges throughout her purview.

“Transportation is only one area in the County Department of Public Works’ portfolio. Because the department is fully embracing sustainable practices, though, it changes how projects are affected on an economic, environmental, and social level. As the largest public works agency in the country, the department is looking at how *all* projects affect the economy. Understanding that jobs are created through public works contracts, the department is looking at allowing small businesses to compete with large firms to help further spur the economy and help small businesses succeed and grow. Demonstrating the department’s commitment, last year we surpassed our 25 percent small business goal participation.”

But the department is also facing challenges that mirror the transportation industry.

“Like Metro, we’re also planning ahead in terms of our workforce. Currently, 54.5 percent of the department’s workforce is 45-years old or older. Between March and December, *we lost 40 percent of our executive team leadership*. The department is in an unexpected crisis. We’re also in a secretarial crisis and are currently working with HDR to develop a job impact tool.”

Propel LA’s Ms. Haver Hill believes that “regional economic development capacity building should be focused on the region’s primary industry clusters. Specific transportation sectors include advanced transportation, clean vehicles, clean fuels, and all of the ancillary businesses supporting the transportation industry. Also, businesses in the transportation sector need technical assistance and support in all phases, from start-up to increased growth. These entrepreneurs need on-the-ground technical assistance and opportunities for financing, talent development, procurement, legal services, investor relations, accounting services, and other specialty advising services to ensure success.”

But Ms. Haver Hill believes that LA County harbors a unique advantage over many other regions.

“We have a nexus between three major research universities and entrepreneurship is strong in LA County. In terms of transportation, electrification will be a major focus for air travel—both hybrid and all-electric vehicles. Electric technology will lower operating costs by 25 percent, as well as reduce noise and pollution for communities. Naturally, short-haul flights have been a focus, with a target launch of electric air technology by 2020.”

She also singles out Metro’s Office of Extraordinary Innovation for its unique effectiveness in helping to “make the region more business friendly.”

Ms. Bynum adds that legislative, regulatory, and policy—in areas like land-use regulations, permitting, and government procurement—should support key industry clusters as well.

Assemblywoman Friedman adds that, “Women and minority populations are underrepresented in transportation and logistics.” She credits 2017 legislation, SB 103, with helping to address that. Amending programs from SB 1, SB 103 increases procurement opportunities for disadvantaged small business, including those owned by women, minority, disabled veterans, LGBT, and others.

She also commends numerous legislative initiatives at the state level. From cap-and-trade revenue programs for green transportation to green transportation workforce development programs, the state legislature views this as a unique opportunity to solve today’s challenge with an extremely future-forward solution. In that regard, she credits bills like SB 350 that looks to increase renewable portfolio standards to 50 percent by 2030, improves energy efficiency, and supports transportation electrification.

5. Develop Infrastructure

Without question, developing infrastructure in LA County is one of the most fascinating topics for the transportation industry. From traditional infrastructure to the implementation of cutting-edge technology, LA County infrastructure will help define US infrastructure for much of this century.

The needs are great. According to Assemblywoman Friedman there are several issues that must be addressed immediately. “Roads are top-of-mind to the public, as that’s what people see and experience most. But other transportation modes are also in need of rehabilitation and replacement. Fully 43 percent of California’s transit capital assets—vehicles, stations, rail track—are at or past their useful lifespan and need replacement. Many of the remaining assets are in the middle of their useful lives; only 6 percent are considered new. So, there is huge demand to replace and renovate our transit assets. As a result, we must have a workforce ready to build and re-build our transit system.”

Of course, through legislation and ballot measures—like Measures M and R—California looks prepared to properly fund need repairs and innovation. In that regard, Ms. Haver Hill notes an enviable list of initiatives that are defining LA County as a leader in infrastructure innovation.

Her list includes:

- Metro’s Vision 2028, a plan to improve mobility that includes a vision to double the usage of transit, walking, biking, and share rides to address driving alone
- LAWA’s Strategic Plan to enhance the customer service experience at the airport
- Ports of Long Beach and Los Angeles—the San Pedro Ports—are both implementing programs to drastically reduce their carbon footprints and move to more sustainable practices

- The LA Economic Development Corporation’s Infrastructure Council’s goal to be ready in time for the 2028 Olympics
- The 88 Cities Summit will focus on affordable housing and short-term workforce training

6. Connect Globally

Los Angeles is a global city. Naturally, LA County is global as well. It’s connectivity to the world means a great deal. Again, it’s the world’s 19th largest economy. That’s larger than Sweden, Argentina, Switzerland, Ireland, and Singapore, to name a few. So, any workforce development solutions, by definition, must have a global context.

Ms. Haver Hill explains it this way. “Los Angeles has the advantage to be successful in international global commerce because of our location. So, we must continue to leverage this by nurturing export industries, opening new foreign markets, increasing the number of export-ready firms, and actively seeking foreign direct investment.” She cites as example BYD, a Chinese-owned electric bus company that opened in Lancaster in 2013. Since then, they’ve tripled their space and have increased their workforce locally to 1,300 employees.

7. Build More Livable Communities

Every workforce has a context. As a result, LA County must focus as much on its livability as its infrastructure. They are intricately linked. Through concepts like transit-oriented development and integrative design, LA County looks to advance the quality of life for all county residents. Of course, this requires a comprehensive, multi-faceted approach incorporating the public and private sectors, as well as the legislature.

Ms. Haver Hill describes the challenge as follows. “Policy makers must invest in basic community infrastructure. Regional transit must coordinate with local infrastructure to enable active transportation. Sidewalks and bike paths need to be fixed and/or improved, so that they are easy to use and safe. Live/work density and proximity to transit options should be encouraged and programs and concepts like ‘complete streets’ that reduce congestion should be developed and implemented where possible.”

Assemblywoman Friedman adds that we must, “Understand the threats and value of Automated Transit Networks, high-speed rail, first-last mile innovation, and the housing-transportation nexus. We must also innovate with the diversity of the labor force in mind.”

Conclusion

To someone with a hammer, every problem is a nail. So, as transportation professionals we look to transportation and its infrastructure as the fundamental element to support and advance society, the spine that literally and figuratively keeps things moving. The only difference between us and everyone else is that we’re right. And there is great evidence to support our hubris. That’s also why we, at WTS-LA, seek to provide a forum for developing

simple, elegant, profound solutions to the workforce development challenge facing the transportation industry and all of LA County.

WTS-LA's mission is to advance women in the transportation industry. We cannot do that fully or in good conscience without also advancing the industry itself. That is also why we endeavor to hold programs, events, and forums to address workforce development. Workforce development has been central to our efforts since our inception, but for more than a year that has been a near singular focus, given the current crisis. We think it's that important. And only by providing accurate analysis and thoughtful, informed solutions along with a forum for debate and enlightenment can we truly meet and surmount this challenge.

Acknowledgements

He's got that right. And in that spirit, I want to acknowledge many of the people who took on workforce development as a personal quest and gave so selflessly of their time to WTS-LA and the transportation industry, making this white paper possible.

First and foremost, I thank the women and men of WTS-LA for their tireless work, inventive methodologies, and boundless determination in bringing the issue of workforce development to the fore in programs and events, seminars and workshops, and general discourse. I also want to most sincerely thank the participants at our workforce development programs for contributing so mightily and meaningfully.

In no particular order, they include Propel LA Executive Director Marianne Haver Hill, City of Los Angeles Workforce Investment Board Executive Director Gregg Irish, Metro Diversity & Economic Opportunity Executive Director Miguel Cabral, Port of Long Beach Board of Harbor Commissioners president Lou Anne Bynum, Port of Los Angeles Labor Relations and Workforce Development Director Avin Sharma, Los Angeles World Airports Planning & Development Group Deputy Executive Director Cynthia Guidry, and Los Angeles County Department of Public Works Development Services, Emergency Management Deputy Director Rossana G. D'Antonio, and California State Assemblymember Laura Friedman. Without question, these women and men will help the transportation industry in Southern California address the workforce gap issue. Their experience, dexterous intelligence, and ingenuity promise to advance solutions that will serve us all for years to come.

I also want to thank the next generation of transportation professionals, the rising stars of what is arguably the most important discipline in society. There are young women and men out there right now who have the answers we need. Through the work of WTS-LA and the women and men cited above, hopefully we will find those young people and give their agile, fertile minds the freedom, training, and support they need to solve tomorrow's problems today.

Finally, I want to thank you for sticking with this all the way to the end. This is a vital issue that affects us all. And solutions can come from anywhere. So, if you have a thought or solution you'd like to share, the door at WTS-LA is always open. And we'd love to hear from you.

Kathy A. Simons
President
WTS-LA
2017-2018

Participant Biographies

Like many people, it is often difficult to see the forest from the trees. But that's why we have visionaries, people who somehow manage to rise above the pack and see the whole while understanding the individual. The freedom of their eyes allows them to see new worlds, while their earth-bound status empowers them to share their visions with us all. That describes the well the participants who helped us so beautifully in this white paper. And here they are.

Marianne Haver Hill

Executive Director, Propel LA

As executive director of *Propel LA*, Ms. Hill leads a talented and dedicated team in a regional, collaborative effort to define and implement priorities to strengthen the Los Angeles County economy and foster greater equity and prosperity. Prior to her current role, Ms. Hill served as president and CEO of MEND (Meet Each Need with Dignity), an organization that assists 37,000 Los Angeles County individuals each month with services designed to meet basic needs and move recipients to self-reliance. She is also an Adjunct Professor at USC Price School of Public Policy.

Gregg Irish

Executive Director, City of Los Angeles Workforce Development Board

A dedicated public servant, Mr. Irish oversees the city's \$60 million system of 17 Work Source Centers for adults and 14 Youth Source Centers for youth. Offering a wide range of quality, employment-related services, the Workforce Development Board serves more than 170,000 jobseekers, 16,500 youth, and 1,400 businesses each year. Before becoming its executive director, Mr. Irish served as the director of the District of Columbia's Department of Employment Services and Labor.

Miguel Cabral

Executive Director, Los Angeles Metro Diversity and Economic Activity

With Metro for more than seven years, Mr. Cabral is an experienced executive officer with a demonstrated history of working in both the public and private sectors. And his expertise includes diversity and inclusion efforts, workforce development, budgeting, operations management, regulatory compliance, and marketing/outreach. As deputy executive officer and director of Economic Development Initiatives for Metro, his responsibilities are vast and include implementing the Project Labor Agreements to facilitate the hiring of local residents and engaging small businesses to increase their access to public contracting opportunities.

Lou Anne Bynum
Harbor Commissioner, Port of Long Beach

The 66th commissioner to serve the port commission since its inception, Ms. Bynum serves proudly on the first female-majority commission in history. Recently, she retired from a 20-year career at Long Beach City College, where she served as the executive vice president of College Advancement and Economic Development. As a port commissioner, she and her colleagues oversee the most extensive capital improvement program in the port's history and the largest in the nation. The port is investing \$4 billion in capital improvements to modernize its facilities and increase its competitiveness. And this is a vital investment. The port supports more than 300,000 Southern California jobs, including 30,000 in Long Beach. In addition, Ms. Bynum represents the port on international trade missions and serves as the board representative to a variety of port-related leadership organizations.

Avin Sharma
Director of Labor Relations and Workforce Development, Port of Los Angeles

Appointed director to this newly created division in October 2017, Mr. Sharma joined the Port of Los Angeles after serving in President Obama's Administration in several capacities. In his role at the port, Mr. Sharma engages and maintains positive relationships between the port and labor unions, like the International Longshore and Warehouse Union, the International Brotherhood of Electrical Workers, and the International Brotherhood of Teamsters. He's also leading the port's efforts to develop projects that support workforce development in the goods movement space across Southern California.

Cynthia Guidry
Deputy Executive Director Planning and Development Group, Los Angeles World Airports

With Los Angeles World Airports (LAWA) since 2001, Ms. Guidry has held a number of progressively responsible positions including chief airport planner and deputy executive director of the Capital Programming and Planning Group. With the Planning and Development Group, she oversees *all* of LAWA's Planning and Development Divisions. That includes multiple high-profile, multi-billion-dollar projects including the Automated People Mover and the Midfield Satellite Concourse, all part of LAWA's \$14 billion modernization plan. But Ms. Guidry understands the nuts and bolts as well as the 30,000-foot view, as she's a registered professional engineer as well. She's also a WTS-LA Director at Large and a longtime member.

Rossana G. D'Antonio
Assistant Deputy Director, Los Angeles County Department of Public Works

As assistant deputy director for the Los Angeles County Department of Public Works—the largest such department in the nation—she directs the technical design of all public infrastructure facilities including highway, flood control, and bridge structures. And she brings more than 24 years of broad-based experience and an extensive background in numerous

disciplines including engineering, management, operations, and business processes. In addition to serving on several boards and participating actively in professional societies, Ms. D'Antonio also created the Women's Leadership Conference for the County of Los Angeles with a mission to inspire and empower women.

Laura Friedman
Assembly Member, California State Assembly

Elected to the California State Assembly in November 2016, Ms. Friedman represents the 43rd Assembly District, which encompasses the cities of Burbank, Glendale, and La Cañada Flintridge, as well as the communities of La Crescenta and Montrose, and the Los Angeles neighborhoods of Atwater Village, Beachwood Canyon, Los Feliz, East Hollywood, Franklin Hills, and Silver Lake. And that is no small area or population. Making her mark in the Assembly, she has held several leadership roles in the legislature including the Assistant Speaker pro Tempore, chair of the Assembly Select Committee on Small Business and Entrepreneurship, chair of the Assembly Committee on Natural Resources, and the chair of the Joint Rules Subcommittee on Sexual Harassment Prevention and Response, where she led a historic bicameral and bipartisan reform of the legislature's response to sexual harassment, one that's now a model for other local and national jurisdictions. She also serves as a member of the Assembly Committees on Arts, Entertainment, Sports, Tourism, and Internet Media; Transportation; and Water Parks, and Wildlife.