

LOS ANGELES REGIONAL PLAN 2023 UPDATE

This update is provided for Los Angeles regional stakeholders, consortium members, and the general public. This update is a companion document to the 2021-2024 Los Angeles Regional Plan and information published on the Los Angeles Regional Consortium website, www.losangelesrc.org.

K-12 stakeholders interested in applying for the next round of funding through the <u>K-12</u> Strong Workforce Program are encouraged to consult this update in conjunction with the 2021-2024 Los Angeles Regional Plan.

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A. INTRODUCTION: LOS ANGELES REGIONAL CONSORTIUM

The Los Angeles Regional Consortium (LARC) consists of 19 community colleges across 11 community college districts. LARC serves as a central hub to communicate, coordinate, collaborate, promote, and plan career and technical education and workforce and economic development in the Los Angeles region. The consortium also serves as a single point of entry for emerging and high-growth industries looking to partner with the network and recruit community college graduates.

The LARC Fiscal Agent and host of the Regional Consortium Chair is the Pasadena Area Community College District (PACCD), located at 1570 East Colorado Boulevard, Pasadena, CA 91106. A list of LARC leadership can be found at https://losangelesrc.org/meet-the-larc/

College	Community College District (CCD)
1. Cerritos College	1. Cerritos CCD
2. Citrus College	2. Citrus CCD
3. Compton College	3. Compton CCD
4. El Camino College	4. El Camino CCD
5. Glendale Community College	5. Glendale CCD
6. Long Beach City College	6. Long Beach CCD
7. Mt. San Antonio College	7. Mt. San Antonio CCD
8. Pasadena City College	8. Pasadena Area CCD
9. Rio Hondo College	9. Rio Hondo CCD
10. Santa Monica College	10. Santa Monica CCD
11. East Los Angeles College	
12. Los Angeles City College	
13. Los Angeles Harbor College	
14. Los Angeles Mission College	
15. Los Angeles Trade-Technical College	
16. Los Angeles Southwest College	11. Los Angeles CCD
17. Los Angeles Valley College	
18. Pierce College	
19. West Los Angeles College	

LARC's 19 community college members have adopted the following Core Values to guide collective efforts:

- 1. Consciously and intentionally infuse diversity, equity, and inclusion in all strategies and activities
- Maximize sustained industry engagement
- ◀ 3. Strengthen career education (CE) career pathways and programs of study
- 4. Implement strategies and activities to help students complete the CE pipeline
- 5. Address the needs of business and industry in identified priority and emerging sectors
- √ 6. Demonstrate the regional impact of Strong Workforce Program (SWP) investments
- 47. Support CE faculty professional development
- **4**8. Explore and implement effective strategies for serving students in a COVID-19 environment
- 49. Build and nurture relationships with internal and external stakeholders

In addition to our core values, the 19 community colleges are guided by the California Community Colleges <u>Vision for Success</u>. The Vision for Success goals are:

- 1. Increase by at least 20 percent the number of CCC students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.
- 2. Increase by 35 percent the number of CCC students transferring annually to a UC or CSU.
- 43. Decrease the average number of units accumulated by CCC students earning associate's degrees, from approximately 87 total units (the most recent system-wide average) to 79 total units—the average among the quintile of colleges showing the strongest performance on this measure.
- 4. Increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 60 percent to an improved rate of 69 percent—the average among the quintile of colleges showing the strongest performance on this measure.
- 45. Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within 5 years and fully closing those achievement gaps within 10 years.
- 6. Reduce regional achievement gaps across all of the above measures through faster improvements among colleges located in regions with the lowest educational attainment of adults, with the ultimate goal of fully closing regional achievement gaps within 10 years.

Our network of colleges aims to support learners from all walks of life through career technical education programs to build the skills they need to be successful in high-growth, in-demand industries. Through career technical education, work-based learning, credit for prior learning, hybrid, workforce training, and virtual and in-person classes, any learner can earn certifications, degrees, and occupation-specific credentials on a schedule that works for them.

B. REGIONAL ECONOMY AND LABOR MARKET INFORMATION

The greater Los Angeles region is home to nearly 10 million residents living across more than 4,058 square miles with 88 incorporated cities. Los Angeles County is the largest county in California in terms of population. According to the California Department of Finance's Demographic Research Unit, Los Angeles' population shrunk by 0.7% from January 2021 to January 2022, while California's total population shrunk by 0.3% during the same time period.

We are home to hundreds of thousands of businesses and an economy exploding with opportunity. The county's vibrant economy employs more than 4 million workers and is fueled by a number of industries, including the movie and entertainment industry, advanced manufacturing, electric vehicles, global trade and logistics, and aerospace.

As of fall 2022, California was on the cusp of surpassing Germany as the fourth-largest economy in the world. Of all counties in the state, Los Angeles County is a major driver fueling the state's gross domestic product. Los Angeles County ranks first in terms of economic output in the state and the nation, with nearly \$711 billion in GDP in 2019.

However, even with the promises and opportunities of our regional economy, residents struggle to find stable jobs that pay well and provide the upward mobility that is foundational to economic security. These challenges were amplified by the global pandemic, highlighting the fragility of some sectors within the regional economy, particularly service sectors, such as leisure, retail, and hospitality.

According to an October 2022 quarterly economic briefing by the Los Angeles Economic Development Corporation (LAEDC), Los Angeles County lost more than 785,000 jobs during the pandemic. The EDD estimated that LA's unemployment rate peaked at over 19% in May 2020.

Notably, as of 2022, the county's economy had mostly rebounded, with 91% of the jobs lost during the pandemic regained. According to the EDD, unemployment had fallen to 4.5% as of October 2022. Even still, job creation and growth still lag in some industries, including leisure, hospitality, and retail. These industries appear to be taking longer to recover in terms of employment, and some may have been permanently changed due to how the pandemic shifted consumer habits and how and where work is commonly performed.

With the economy rebounding, the Los Angeles workforce of 4,259,996 in 2022 represents 24% of California's entire labor force. In 2021, the top three industries in Los Angeles County based on job counts were: services for the elderly and disabled (247,868 jobs), local government excluding education and hospitals (195,192 jobs), and elementary and secondary schools (local government) (180,392 jobs).

Exhibit 1. Top 10 industries in Los Angeles County based on job counts

Los Angeles County	2021 Jobs
Services for the Elderly and Persons with Disabilities	247,868
Local Government, Excluding Education and Hospitals	195,192
Elementary and Secondary Schools (Local Government)	180,392
Limited-Service Restaurants	140,073
Full-Service Restaurants	129,184
General Medical and Surgical Hospitals	110,752
Motion Picture and Video Production	108,681
Temporary Help Services	81,588
Supermarkets and Other Grocery (except Convenience) Stores	75,339
Corporate, Subsidiary, and Regional Managing Offices	59,689

While select high-level labor market information is available for 2022, detailed annual job counts by industry and occupation rely heavily on data from the U.S. Bureau of Labor Statistics' (BLS) Quarterly Census of Employment and Wages (QCEW). The latest full year of data available from this dataset is 2021. All four quarters of QCEW data from 2022 will not be available until summer of 2023, per the BLS's release schedule: https://www.bls.gov/cew/release-calendar.htm.

Industry employment data is organized and reported in the North American Industry Classification System (NAICS), which contains 20 unique sectors. Meanwhile, California community colleges classify career education programs using a simplified version of the NAICS that contains only 12 industry sectors. The labor market information in the subsequent section is sourced from Lightcast's Q4 2022 dataset and is organized and presented by the California Community College's industry sectors in order to align with the regional career education curriculum.

Looking ahead, the fastest job growth is projected for the Health sector, with a projected growth rate of 13%. Moderate growth is expected for the Information and Communications Technologies (ICT)/Digital Media sector (+6%) and the Public Safety sector (+4%). Somewhat lower growth is projected for:

- Education & Human Development (+3%)
- Advanced Transportation & Logistics (+2%)
- Life Sciences/Biotech (+2%)
- Energy, Construction & Utilities (+2%)

Additionally, two sectors are projected to contract. The Advanced Manufacturing sector is expected to decline at the fastest rate, 9%, and Business & Entrepreneurship is projected to decline by 1%.

It is important to note that while the Advanced Manufacturing sector is expected to decline, the industry has historically comprised 8% of the local GDP. Potentially contributing to the contraction are innovative technologies that are revolutionizing the way products are manufactured, such as hard tooling, dedicated machinery, industrial robots, artificial intelligence, and sensory technologies. As California Manufacturing Technology Consulting (CMTC) concludes, these new automations protect employees through a safer work environment, and qualified, middle-skill employees will continue to be needed to maintain and operate machines. Moreover, this sector has been named a priority by all five of LA's workforce development boards, the Los Angeles Basin Regional Planning Unit (RPU), and LAEDC.

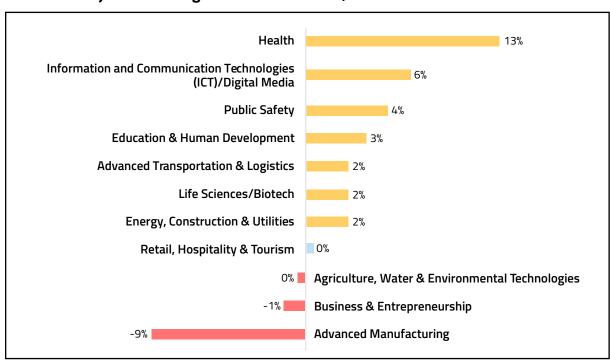
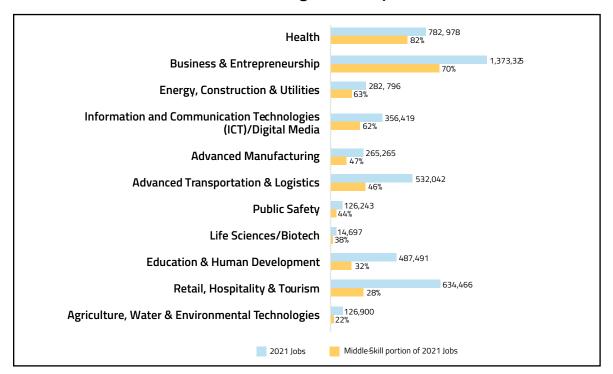


Exhibit 2. Projected sector growth or contraction, 2021-2026

Middle-Skill Occupations in a Rebounding Economy

When jobs that span all skill levels are considered across sectors, the Health sector has the highest concentration of middle-skill jobs with 82% of 782,978 jobs (Exhibit 3). The Business & Entrepreneurship sector also has a large concentration of middle-skill jobs. In this sector, 70% of jobs are middle-skill out of nearly 1.4 million jobs. The third sector with the highest concentration of middle-skill jobs is Energy, Construction, and Utilities, 63% of nearly 283,000 jobs.

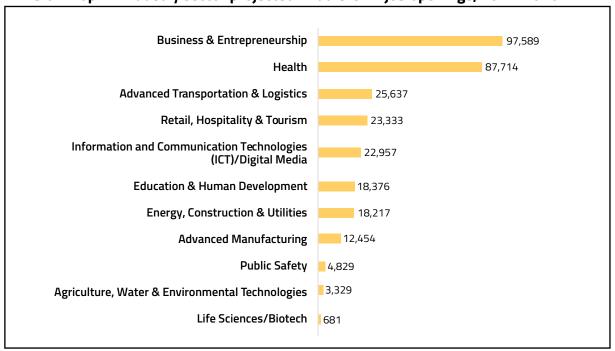
Exhibit 3. Concentration of middle-skill jobs by California Community Colleges Chancellor's Office (CCCCO) sector, Los Angeles County, 2021



When annual openings are analyzed for middle-skill jobs, three sectors have the greatest number of projected job openings: Business & Entrepreneurship (97,589 annual openings), Health (87,714 annual openings), and Advanced Transportation and Logistics (25,637 annual openings). See Exhibit 4.

By comparison, the sectors with the fewest middle-skill annual openings are Public Safety; Agriculture, Water & Environmental Technologies; and Life Sciences/Biotech.

Exhibit 4. Top 11 industry sector projected middle-skill job openings, 2021-2026





C. PRIORITY INDUSTRY SECTORS

During the 2021 regional planning process, stakeholder convenings and forums that involved industry representatives, community college faculty, staff, administrators, and regional directors for employer engagement identified seven priority sectors and one emerging sector that offer promising career opportunities for community college students:

- Advanced Manufacturing
- Advanced Transportation & Logistics
- Business & Entrepreneurship/Global Trade
- Energy, Construction & Utilities
- Health
- Information and Communication Technologies (ICT)/ Digital Media
- Life Sciences and Biotech

Emerging Sector:

Retail, Hospitality, & Tourism

Although Southern California is a global destination for tourists and business travelers, "Retail, Hospitality, and Tourism" was selected as an emerging sector instead of a priority sector during the planning process due to the severe impact of the pandemic on regional employment levels, and this sector's relatively low concentration of well-paid jobs and jobs that require more than a high school education. As previously noted, uncertainties due to how the pandemic shifted consumer habits and how and where work is commonly performed continue to be an ongoing consideration among workforce and economic development partners.

Priority Industry Sector Overview

The chart below displays the top five sector rankings across three metrics: (1) Sectors by Jobs , (2) Projected Annual Middle-Skill Openings , (3) Earning Potential.

Exhibit 5. CCCCO sector rankings in terms of employment, projected demand, earnings

Metric	Top Industry Sectors
Sectors by 2021 Jobs	 Business & Entrepreneurship/Global Trade (1,373,325) Health (782,978) Retail, Hospitality & Tourism (634,466) Advanced Transportation & Logistics (532,042) Education & Human Development (487,491)
Most annual middle-skill job openings, 2021-2026	 Business & Entrepreneurship/Global Trade (97,589) Health (87,714) Advanced Transportation & Logistics (25,637) Retail, Hospitality & Tourism (23,333) ICT/Digital Media (22,957)
Highest average median annual wages for middle-skill jobs, 2021	 Public Safety (\$80,830) Advanced Transportation & Logistics (\$67,566) Energy, Construction & Utilities (\$66,405) Health (\$62,066) Business & Entrepreneurship/Global Trade (\$60,314)

A closer look at each of the seven priority sectors identified by the 2021 regional planning process follows below and is sourced from Lightcast's Q4 2022 dataset.



ADVANCED MANUFACTURING

Even before the pandemic, the Advanced Manufacturing sector was a sector in transition, as a changeover occurred in work processes from traditional production skills to more specialized skills integrating technological advancements. Comprising 8% of local GDP, this sector has been named a priority sector by all five of LA's workforce development boards, the Los Angeles Basin RPU, and LAEDC. The county has long historical ties to the aerospace and defense industry and, more recently, SpaceX. As a vital component of the local economy, this sector has more recently struggled with a workforce shortage and skills gaps, which have been extenuated due to the accelerated shift toward interconnectivity, automation, machine learning, and the application of real-time data. This has altered job functions and fueled demand for workers with electrical knowledge and mechanical abilities, as well as expertise in machine repair and preventive maintenance. The manufacturing industry has largely rebounded, and employment in the county is only 1.4% below pre-pandemic levels, according to LAEDC figures.

Exhibit 6. Advanced manufacturing sector counts and rankings in terms of employment, projected demand, earnings

Value	Metric	Sector Rank
265,265	2021 JOBS	8th
12,454	AVG. ANNUAL MIDDLE-SKILL JOB OPENINGS, 2021-2026	8th
\$49,352	AVG. MEDIAN ANNUAL EARNINGS FOR MID- DLE-SKILL JOBS, 2021	9th
6,772	2020-21 SWP STUDENT ENROLLMENTS	8th
608	2020-21 SWP STUDENTS EARNING AWARDS	7th

MOST IN-DEMAND

Exhibit 7. Middle-skill occupations with the greatest number of projected annual job openings, 2021-2026

Occupation	Annual Openings
Inspectors, Testers, Sorters, Samplers, and Weighers	2,006
First-Line Supervisors of Production and Operating Workers	1,304
Packaging and Filling Machine Operators and Tenders	1,107
Welders, Cutters, Solderers, and Brazers	900
Machinists	845
Industrial Machinery Mechanics	562

HIGHEST PAID

Exhibit 8. Middle-skill occupations with the highest median hourly earnings, 2021

Occupation	Median Hourly Wage
Commercial and Industrial Designers	\$41.76
Control and Valve Installers and Repairers, Except Mechanical Door	\$38.28
Computer Numerically Controlled Tool Programmers	\$36.64
Mechanical Engineering Technologists and Technicians	\$34.11
Electrical and Electronics Repairers, Commercial and Industrial Equipment	\$30.06
Engineering Technologists and Technicians, Except Drafters, All Other	\$29.63



ADVANCED TRANSPORTATION AND LOGISTICS

The Advanced Transportation and Logistics sector spans motor vehicle repair, support activities for transportation services, and logistics and warehousing activities related to the movement of goods. The regional economy is home to a cluster of electric vehicle companies, and the county is expected to become the largest market for charging infrastructure. Locally, logistics is largely driven by cargo passing through the Ports of Los Angeles and Long Beach, the two largest ports in the nation. Imports and exports through the ports were greatly impacted by the pandemic which created significant shipping backlogs. At the same time, employment surged in the logistics industry, fueled by online consumer demand. A high concentration of well-paid middle-skill jobs exists in this sector, which also contains two of the 15 high-growth occupations identified in the Lightcast's 2022.4 data of the same name—heavy and tractor-trailer truck drivers and automotive service technicians and mechanics.

Exhibit 9. Advanced Transportation & Logistics sector counts and rankings in terms of employment, projected demand, earnings

Value	Metric	Sector Rank
532,042	2021 JOBS	4th
25,637	AVG. ANNUAL MIDDLE-SKILL JOB OPENINGS, 2021- 2026	3rd
\$67,566	AVG. MEDIAN ANNUAL EARNINGS FOR MIDDLE-SKILL JOBS, 2021	2nd
4,987	2020-21 SWP STUDENT ENROLLMENTS	9th
485	2020-21 SWP STUDENTS EARNING AWARDS	9th

MOST IN-DEMAND

Exhibit 10. Middle-skill occupations with the greatest number of projected annual job openings, 2021-2026

Occupation	Annual Openings
Heavy and Tractor-Trailer Truck Drivers	6,732
Automotive Service Technicians and Mechanics	2,854
Shipping, Receiving, and Inventory Clerks	2,331
Industrial Truck and Tractor Operators	1,851
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	1,850
Production, Planning, and Expediting Clerks	1,710

HIGHEST PAID

Exhibit 11. Middle-skill occupations with the highest median hourly earnings, 2021

Occupation	Median Hourly Wage
Airline Pilots, Copilots, and Flight Engineers	\$120.06
Commercial Pilots	\$79.23
Air Traffic Controllers	\$69.54
Ship Engineers	\$53.24
Transportation, Storage, and Distribution Managers	\$46.83
Captains, Mates, and Pilots of Water Vessels	\$45.15



BUSINESS & ENTREPRENEURSHIP/GLOBAL TRADE

There is much crossover between the Business & Entrepreneurship/Global Trade sector and other sectors within the larger economy since many of the occupations that fall within this sector are employed by businesses in other sectors, from Advanced Manufacturing to digital media. This sector leads in terms of employment size and the most annual job openings. *Small businesses are an integral part of Los Angeles County's economy, with 87% of businesses in the county employing fewer than 10 workers.* During the pandemic, the professional and business services industry, which includes accounting, engineering, computer design and other types of consulting services, lost 53,900 jobs, the third greatest number among all industries in the county. The sector overall has largely rebounded, but there is concern that businesses may be scaling back hiring plans since, as of fall 2022, job postings were down 20% in the county, according to numbers presented during LAEDC's quarterly briefing in October.

Exhibit 12. Business & Entrepreneurship sector counts and rankings in terms of employment, projected demand, earnings

Value	Metric	Sector Rank
1,373,325	2021 JOBS	1st
97,589	AVG. ANNUAL MIDDLE-SKILL JOB OPENINGS, 2021- 2026	1st
\$60,314	AVG. MEDIAN ANNUAL EARNINGS FOR MIDDLE-SKILL JOBS, 2021	5th
57,089	2020-21 SWP STUDENT ENROLLMENTS	1st
5,821	2020-21 SWP STUDENTS EARNING AWARDS	1st

MOST IN-DEMAND

Exhibit 13. Middle-skill occupations with the greatest number of projected annual job openings, 2021-2026

Occupation	Annual Openings
Office Clerks, General	9,296
Customer Service Representatives	7,458
General and Operations Managers	6,660
Bookkeeping, Accounting, and Auditing Clerks	6,629
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	6,363
Managers, All Other	5,058

HIGHEST PAID Exhibit 14. Middle-skill occupations with the highest median hourly earnings, 2021

Occupation	Median Hourly Wage
Makeup Artists, Theatrical and Performance	\$77.11
General and Operations Managers	\$51.21
Administrative Services Managers	\$48.46
Facilities Managers	\$47.66
Industrial Production Managers	\$47.43
Tax Examiners and Collectors, and Revenue Agents	\$47.33



ENERGY, CONSTRUCTION & UTILITIES

Businesses in this sector were considered essential during the pandemic and continued to operate, somewhat shielding this sector from job losses. Demand is expected to remain relatively strong for construction services for several reasons, although the sector has been impacted by inflation and international tariffs affecting construction materials. Los Angeles County is currently grappling with a housing shortage, with a commitment by LA's new mayor to provide housing for the homeless. In addition, AB 32 which mandates state climate goals is expected to spur workforce opportunities in renewable energy as the state moves away from natural gas and petroleum production. Los Angeles County's attention toward expanding EV infrastructure is expected to fuel the need for electricians, and AB 841 may increase certification demand due to a requirement that electricians complete the Electric Vehicle Infrastructure Training Program (EVITP). Water and wastewater treatment occupations are facing a silver tsunami, with a significant number of replacement workers needed to fill vacated positions.

Exhibit 15. Energy, Construction & Utilities sector counts and rankings in terms of employment, projected demand, earnings

Value	Metric	Sector Rank
282,796	2021 JOBS	7th
18,217	AVG. ANNUAL MIDDLE-SKILL JOB OPENINGS, 2021-2026	7th
\$66,405	AVG. MEDIAN ANNUAL EARNINGS FOR MIDDLE-SKILL JOBS, 2021	3rd
13,583	2020-21 SWP STUDENT ENROLLMENTS	6th
860	2020-21 SWP STUDENTS EARNING AWARDS	6th

MOST IN-DEMAND

Exhibit 16. Middle-skill occupations with the greatest number of projected annual job openings, 2021-2026

Occupation	Annual Openings
Maintenance and Repair Workers, General	3,573
Carpenters	2,575
Electricians	1,645
First-Line Supervisors of Construction Trades and Extraction Workers	1,450
Plumbers, Pipefitters, and Steamfitters	1,044
Construction Managers	1,037

HIGHEST PAID

Exhibit 17. Middle-skill occupations with the highest median hourly earnings, 2021

Occupation	Median Hourly Wage
Nuclear Technicians	\$53.16
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	\$50.39
Nuclear Power Reactor Operators	\$49.19
Electrical Power-Line Installers and Repairers	\$48.90
Power Distributors and Dispatchers	\$48.38
Power Plant Operators	\$47.75



The Health sector ranks second in terms of employment and number of annual openings. This sector was largely reshaped by the pandemic. Demand for occupations critical to providing medical care for COVID-19 patients increased, particularly for respiratory nurses, respiratory therapists, and EMTs. The state and the region have grappled with a long-term shortage of registered nurses (RNs), which remains a high-wage, in-demand occupation in the county. The RN shortage spurred demand for traveling nurses, an occupation that experienced soaring wage increases during the pandemic. Additionally, there are some niche middle-skill occupations that are also well paid in the county, which appear to be mostly concentrated within diagnostic imaging. Hiring demand for health occupations, across the board, is expected to be fueled in coming years by the region's aging population, of which baby boomers comprise a significant proportion.

Exhibit 18. Health sector counts and rankings in terms of employment, projected demand, earnings

Value	Metric	Sector Rank
782,978	2021 JOBS	2nd
87,714	AVG. ANNUAL MIDDLE-SKILL JOB OPENINGS, 2021-2026	2nd
\$62,066	AVG. MEDIAN ANNUAL EARNINGS FOR MIDDLE- SKILL JOBS, 2021	4th
33,433	2020-21 SWP STUDENT ENROLLMENTS	4th
2,966	2020-21 SWP STUDENTS EARNING AWARDS	2nd

MOST IN-DEMAND

Exhibit 19. Middle-skill occupations with the greatest number of projected annual job openings, 2021-2026

Occupation	Annual Openings
Home Health and Personal Care Aides	53,296
Registered Nurses	6,125
Nursing Assistants	5,017
Medical Assistants	3,117
Medical Secretaries and Administrative Assistants	2,703
Social and Human Service Assistants	2,509

HIGHEST PAID Exhibit 20. Middle-skill occupations with the highest median hourly earnings, 2021

Occupation	Median Hourly Wage
Medical Dosimetrists	\$75.71
Radiation Therapists	\$63.28
Nuclear Medicine Technologists	\$60.95
Registered Nurses	\$58.04
Magnetic Resonance Imaging Technologists	\$49.42
Diagnostic Medical Sonographers	\$48.13



ICT/DIGITAL MEDIA

The ICT/Digital Media sector—which includes software development, computer programming, video game development, virtual reality, screenwriting, graphic design, and marketing—is an integral part of the county's dynamic creative and tech culture, which includes Silicon Beach (in the Westside region of the Los Angeles metropolitan area). Identified as a priority sector by the Los Angeles Basin RPU and LAEDC, this sector overlaps with the entertainment and digital media sector, including the movie and film industry, as well as the creative economy. Entrepreneurial professionals, gig workers, and freelancers account for some of the jobs included in this sector and represent a convergence between the technology, gaming, and entertainment industries and cross pollination of their ecosystems. The county leads the nation for major-studio film production. Entertainment is the third largest industry in the county, contributing to the creation and growth of new and existing companies. This industry took a hit during the pandemic when studios closed temporarily but has largely recovered lost jobs.

Exhibit 21. ICT/Digital Media sector counts and rankings in terms of employment, projected demand, earnings

Value	Metric	Sector Rank
356,419	2021 JOBS	6th
22,957	AVG. ANNUAL MIDDLE-SKILL JOB OPENINGS, 2021- 2026	5th
\$58,156	AVG. MEDIAN ANNUAL EARNINGS FOR MIDDLE-SKILL JOBS, 2021	6th
55,901	2020-21 SWP STUDENT ENROLLMENTS	2nd
1,745	2020-21 SWP STUDENTS EARNING AWARDS	5th

MOST IN-DEMAND

Exhibit 22. Middle-skill occupations with the greatest number of projected annual job openings, 2021-2026

Occupation	Annual Openings
Producers and Directors	4,889
Graphic Designers	2,137
Film and Video Editors	1,806
Photographers	1,571
Computer Occupations, All Other	1,527
Computer User Support Specialists	1,422

HIGHEST PAID

Exhibit 23. Middle-skill occupations with the highest median hourly earnings, 2021

Occupation	Median Hourly Wage
Producers and Directors	\$54.56
Computer Network Architects	\$54.14
Network and Computer Systems Administrators	\$45.22
Computer Occupations, All Other	\$37.92
Special Effects Artists and Animators	\$33.66
Web Developers	\$32.32



LIFE SCIENCES/BIOTECH

The Life Sciences/Biotech sector is one of the smallest CCCCO sectors in the county in terms of employment size, with only 14,697 jobs in 2021. The Life Sciences/Biotech sector was added as a priority sector to the 2021-2024 Regional Plan based on input from community college representatives and industry stakeholders. During the regional convenings, attendees expressed optimism that the pandemic was fueling transformations in this field and that the Life Sciences/Biotech sector will grow in future years. Crossover with Advanced Manufacturing, another priority sector, was also stressed. This sector was highlighted as an area of opportunity in the 2017-2020 Regional Plan, and SWP projects related to the sector have been consistently funded over the past four years. The greater Los Angeles/Orange County region ranks second in the state for the highest number of middle-skill biotech jobs, according

to a statewide COE report. More recently, opportunities in biomanufacturing, which offers jobs for processing and quality control technicians, have been garnering attention from local community colleges. Subsectors contributing significantly to job growth include bio and nanotechnology R&D and manufacturing, according to a 2022 Biocom report.

Exhibit 24. Life Sciences/Biotech sector counts and rankings in terms of employment, projected demand, earnings

Value	Metric	Sector Rank
14,697	2021 JOBS	11th
681	AVG. ANNUAL MIDDLE-SKILL JOB OPENINGS, 2021- 2026	11th
\$58,074	AVG. MEDIAN ANNUAL EARNINGS FOR MIDDLE-SKILL JOBS, 2021	7th
289	2020-21 SWP STUDENT ENROLLMENTS	11th
51	2020-21 SWP STUDENTS EARNING AWARDS	11th

MOST IN-DEMAND

Exhibit 25. Above-middle-skill occupations with the greatest number of projected annual job openings, 2021-2026

Occupation	Annual Openings
Biological Technicians	163
Biological Scientists, All Other	136
Bioengineers and Biomedical Engineers	28

HIGHEST PAID

Exhibit 26. Above-middle-skill occupations with the highest median hourly earnings, 2021

Occupation	Median Hourly Wage
Bioengineers and Biomedical Engineers	\$47.26
Biological Scientists, All Other	\$42.14
Biological Technicians	\$22.38



RETAIL, HOSPITALITY & TOURISM

Historically, the Retail, Hospitality & Tourism sector has supplied a large number of jobs in the county, accounting for 923,898 jobs in 2019. In 2020, layoffs in the leisure and hospitality industry sector accounted for about half of jobs lost in California. In Los Angeles County, leisure and hospitality lost 171,600 jobs, the most jobs of any industry sector, during the pandemic. Despite these job losses, Los Angeles remains an international and domestic tourism destination and historically has attracted a substantial amount of business travel. Iconic tourist attractions, such as the Hollywood Bowl, Universal Studios, the Santa Monica Pier, Walt Disney Concert Hall, and Los Angeles' many world-class museums, define the region. The region's major sports teams also generate tourism revenue, and Los Angeles is expected to have an influx of tourists in 2028 when it hosts the Olympic Games. This sector has been identified as a priority sector by the Los Angeles Basin RPU and LAEDC. Looking ahead, employment in this sector is expected to continue to rebound and grow beyond pre-pandemic numbers.

Exhibit 27. Retail, Hospitality & Tourism sector counts and rankings in terms of employment, projected demand, earnings

Value	Metric	Sector Rank
634,466	2021 JOBS	3rd
23,333	AVG. ANNUAL MIDDLE-SKILL JOB OPENINGS, 2021- 2026	4th
\$54,212	AVG. MEDIAN ANNUAL EARNINGS FOR MIDDLE-SKILL JOBS, 2021	8th
8,772	2020-21 SWP STUDENT ENROLLMENTS	7th
571	2020-21 SWP STUDENTS EARNING AWARDS	8th

MOST IN-DEMAND

Exhibit 28. Middle-skill occupations with the greatest number of projected annual job openings, 2021-2026

Occupation	Annual Openings
First-Line Supervisors of Retail Sales Workers	6,222
First-Line Supervisors of Food Preparation and Serving Workers	4,937
Food Service Managers	3,797
Recreation Workers	1,907
Chefs and Head Cooks	1,370
Flight Attendants	1,339

HIGHEST PAID

Exhibit 29. Middle-skill occupations with the highest median hourly earnings, 2021

Occupation	Median Hourly Wage
Gambling Managers	\$44.98
Fashion Designers	\$35.40
First-Line Supervisors of Gambling Services Workers	\$31.14
Flight Attendants	\$29.93
Meeting, Convention, and Event Planners	\$29.49
Entertainment and Recreation Managers, Except Gambling	\$29.43



D. STUDENT SUCCESS: MEASURING STUDENT OUTCOMES

LARC evaluates student enrollment data, student outcomes, success, and equity through California Community College's Career and Technical Education (CTE) LaunchBoard dashboard to strengthen our career education program and promote student success and economic mobility. The following is a snapshot of the data we use to achieve our guiding principles of student success outcomes which include accountability, compliance, performance, increased access, and removal of barriers.

Student Enrollment

Enrollment across the 19 colleges declined in 2020, similar to state and national enrollment data. Total enrollment for LA community colleges from 2019 to 2020 declined by 13.4%. For fall 2021, enrollment was 325,824, a decline of approximately 4% from the previous year. While it is too soon to say, the smaller decline could indicate a potential return to pre-pandemic enrollment numbers.

Student Outcomes, Success, and Equity

The California Community Colleges' CTE LaunchBoard provides LARC with the data needed to understand and evaluate student outcomes, success, and equity in our programs.

Exhibit 30. 2018-2021 LaunchBoard metrics for SWP Student Outcomes

	2018	2019	2020	2021	4-Year % of change	2020 to 2021% change **
Total SWP Students	233,628	232,780	235,640	212,579	-9.0%	-9.8%
Earned 9 or More Career Education Units in the District in a Single Year	44,483	46,027	45,630	44,864	0.9%	-1.7%
Completed a Noncredit CTE or Workforce Preparation Course	59%	61%	61%	60%	1.0%	-1.0%
Earned a Degree or Certificate or Attained Apprenticeship Journey Status	15,280	16,333	17,237	17,907	17.2%	3.9%

	2018	2019	2020	2021	4-Year % of change	2020 to 2021% change **
Transferred to a Four- Year Postsecondary Institution	13,033	13,746	14,327	n/a	n/a	4.2%
With a Job Closely Related to Their Field of Study	71%	73%	n/a	n/a	n/a	2.0%
Median Annual Earnings for Exiting Students	\$32,315	\$34,225	\$34,812	n/a	n/a	1.7%
Media Change in Earnings for Exiting Students	24%	22%	21%	n/a	n/a	-1.0%
Exiting Students Who Attained the Living Wage	41%	44%	45%	n/a	n/a	1.0%

Strong Workforce Program Student Success and Equity

LaunchBoard also provides demographic data of enrolled and exiting Strong Workforce Program students as well as comparison data for student outcomes by race/ethnicity and gender to help us examine equity in our programs.

Student Demographics

In 2021, 55% of the 212,579 SWP students enrolled in Los Angeles community colleges were Hispanic, 17% were White, and 8% were Asian. Female students made up a slight majority of SWP students (54%).

Students Who Earned a Degree, Certificate, or Attained Apprenticeship Journey Status

Since 2015, SWP students who have earned a degree or certificate or attained apprenticeship journey status have steadily increased by 48%. Between 2020 and 2021, that increase was 4%. There are some notable equity gaps. Only 6% of Black SWP students earned a degree or certificate or attained apprenticeship journey status compared to 8% of overall students.

Students Who Transferred to a Four-Year Postsecondary Institution

In 2020, 22% of overall SWP students transferred to a four-year institution. However, the proportion of Black, American Indian & Alaskan Native, Pacific Islander, and Hispanic students who transferred were lower than that of overall students. This is also true for male students – 19% of male SWP students transferred to a four-year, compared to 26% of female SWP students.

Median Annual Earnings for SWP Exiting Students

The median annual earnings for SWP exiting students in 2020 was \$34,812. There are significant equity gaps in the median annual earnings, despite the steady increase in annual earnings over time. The median income of female students was \$32,668, while \$36,880 was the median income for male students. For nonbinary students, the median income was \$22,320, nearly \$12,500 less than the overall median income. White students' median income was \$40,968 (\$6,156 above the overall median) while Black students' median income was \$32,156 (\$2656 below the overall median).

SWP Exiting Students Who Attained the Living Wage

In 2020, 45% of SWP exiting students attained a living wage. This is a 6% increase since 2015. However, a lower percentage of Black (43%), American Indian & Alaskan Native (43%), Hispanic (42%) and mixed-race (41%) existing SWP students earned a living wage. Only 41% of female exiting SWP students attained a living wage, compared to 48% of male exiting SWP students.



E. STRATEGIC PLANNING PROCESS

The Los Angeles Regional Strong Workforce Program (SWP) Strategic Plan was developed through a collaborative process involving the consortium's 19 community colleges, seven (7) workforce development boards, industry stakeholders, and numerous civic leaders and representatives from organizations invested in improving and aligning CE in the region. The plan reflects a long-term and ongoing process to strengthen regional coordination. It contains a road map for 2021-2024 to calibrate community college CE courses and programs to meet workforce demand, fueling the regional economy while strengthening pathways between K-12 and community colleges.

Through the strategic planning process, the following regional priorities were identified:

- 1. Consciously and intentionally infuse diversity, equity, and inclusion in all strategies and activities.
- 2. Maximize sustained industry engagement.
- 3. Strengthen CE career pathways and programs of study.
- 4. Implement strategies and activities to help students complete the CE pipeline.
- 5. Address the needs of business and industry in identified priority and emerging sectors.
- 6. Demonstrate the regional impact of SWP investments.

- 7. Support CE faculty professional development.
- 8. Explore and implement effective strategies for serving students in a COVID-19 environment.
- 9. Build and nurture relationships with internal and external stakeholders.

The LARC Program Monitors evaluate the progress of projects and are the key to continuous improvement. Among other objectives, their work ensures that project objectives are aligned with regional goals, that the purpose of the project allocations is fulfilled, and that grant activities are consistent with state legislation, standards, and procedures. Their overarching obligation is to assess the consortium's successes, gaps, barriers, best practices, effectiveness, and compliance.

As mentioned previously, LARC engaged several stakeholder groups in the strategic planning process to provide guidance and feedback. These stakeholder groups also play an essential role in our continuous refinement plan. At the core of continuous improvement, LARC works to create an improvement culture rooted in three practices:

- 1. Ensuring regional performance transparency starts with publicizing regional goals and then tailoring them to individual colleges. Progress toward those goals will be transparently tracked on the LARC data dashboard.
- Knowledge sharing to scale best practices across colleges. Bringing together regional subject matter experts will promote informal and formal knowledge sharing and facilitate relevant exploration while building shared accountability among all groups.
- 3. Stakeholder involvement with regional stakeholders to capture their perspectives and insights.

Here is a brief description of each of the stakeholder groups who worked with LARC to create our regional plan and who continue to engage in the plan's implementation and ongoing refinement:

Workforce Development Boards

The workforce development system is a critical component of the regional economy, and the 19 Los Angeles community colleges are tasked with working to align their efforts with the seven workforce development boards in the county. The workforce development boards (WDBs) have adopted career pathway objectives related to their priority sectors. Some of the goals include fostering demanddriven skills attainment that enables the upward mobility of all Californians, as well as aligning, coordinating, and integrating programs and services throughout the Los Angeles Basin.

Monthly Collaboratives

Los Angeles stakeholders meet monthly to maintain constant communication and ensure progress toward regional goals. The various Los Angeles Collaborative meetings include CEOs, college

presidents, deans, faculty, administrators, staff, SWP project leads, K-12 partners, business partners, and LARC's Advisory Council. Future and past meetings are listed on LARC's website at https://losangelesrc.org/calendar/.

K-12 Strong Workforce Program Board

K-12 SWP is the bridge that connects CTE programs at the K-12 level to their CTE counterparts at California community colleges. K-12 SWP stakeholders include Local Educational Agencies (LEAs), community colleges, and collaborative partners from industry, nonprofit, public service, and community service areas. K-12 SWP focuses on creating, supporting, and/or expanding high-quality career education programs at the K-12 level that are aligned with the workforce development efforts occurring through the community college SWP and Los Angeles regional priorities.

Los Angeles County Economic Development Corporation (LAEDC)

Given its prominent role in guiding and supporting regional economic development, the LAEDC's priority sectors are also included in the strategic planning process. LAEDC's criteria for choosing its target industries for the region were:

- 1. Industry growth rate
- 2. Potential job creation
- 3. Industry competitiveness
- Higher prevailing wages

LAEDC and LARC's official partnership is focused on supporting students and faculty by providing career development opportunities such as jobs, internships, and work-based learning.

UNITE-LA

UNITE-LA is a nonprofit committed to supporting the development of underserved youth into the workforce development pipeline. Together with LARC, UNITE-LA will serve 450 students from underrepresented communities in the healthcare and technology sectors, providing educational enrichment and professional mobility opportunities.

Centers of Excellence for Labor Market Research

Regional economic needs and the associated longitudinal student data inform LARC's work. CoE provides workforce information and insight to support industry-driven career education and workforce development programs, and to strengthen industry engagement across the region.



F. 2022-2024 STRATEGIC INVESTMENTS

LARC's 2021-2024 strategic planning process developed the consortium's vision, goals, and metrics which guide the decision-making process for regional project investments.

Vision

To ensure students from all backgrounds succeed in reaching their academic goals, attain a living and family-sustaining wage, and have the tools to succeed in the workplace, eliminating achievement gaps once and for all.

Goals

LARC goals include supporting students in completing their academic program of choice and supporting professional development for current and returning students, faculty, and incumbent workers by providing opportunities for work-based learning, externships, apprenticeships, workforce training, and short-term, noncredit, not-for-credit, and contract education offerings.

Metrics

Student success metrics were developed to evaluate progress on each of the following: (1) student completion of their intended program, (2) student entry on their intended field of employment, and (3) reduction of equity gaps. These metrics are used to evaluate and guide LARC's program investment strategies.

Investments

Prior to January 1, 2022, Los Angeles regional investments were made under the direction of the Los Angeles Orange County Regional Consortium (LAOCRC), and the Fiscal Agent was Rancho Santiago Community College District (RSCCD). Effective January 1, 2022, LAOCRC separated into two organizations: the Los Angeles Regional Consortium and the Orange County Regional Consortium (OCRC). Consortium members determined two separate entities specifically serving each region

would best serve student success. RSCCD continued as the fiscal agent for OCRC, and Pasadena Area Community College District became the fiscal agent for the Los Angeles Regional Consortium.

Strategies to achieve Strong Workforce Partnership goals have involved faculty professional development, enhanced industry engagement, regional alignment of the curriculum between K-12 schools and community colleges, modifying the curriculum to incorporate industry standards, and upgrading equipment, supplies, and technological resources. Alignment among K-12 stakeholders, community colleges, and industry and employers remains a focal point for SWP projects in the region. Additionally, current projects are addressing job placement, program development targeted at indemand skill sets, and developing noncredit and short-term programs.

Strong Workforce Partnership Investments

For the 2022-23 funding year, six regional SWP projects were funded in Los Angeles for a total of \$16,584,354. Projects selected during this funding cycle were made following the LARC governance structure and are listed below:

Exhibit 31. 2022-23 SWP Regional Projects

Project	Lead College	College Involved	Allocation
Career Pathways Partnership	Rio Hondo	All 19 Colleges	\$4,280,425
Noncredit Career Pathways	Mt. Sac	18 Colleges (Glendale College opted out)	\$2,250,000
Job Placement & Employment Success Project	East LA College	All 19 Colleges	\$4,076,675
LA Game Design, Gaming Technology, & Esports (LA Game)	LA City College	15 Colleges: Compton, East LA, El Camino, Glendale, LA City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade-Tech, Long Beach, Mt. SAC, Rio Hondo, Santa Monica, West LA	\$1,950,000
Entertainment and LA Creative Economy 2.0	Rio Hondo	13 Colleges: Citrus, East LA, El Camino, LA City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade-Tech, LA Valley, Long Beach, Rio Hondo, West LA College	\$1,299,953
Industry 4.0 – Manufacturing & Industrial Systems Technicians	Rio Hondo	12 Colleges: Cerritos, East LA, Glendale, LA Pierce, LA Southwest, LA Trade- Tech, LA Valley, Long Beach, Mt. SAC, Pasadena, Rio Hondo, West LA	\$2,727,301

For the 2021-2022 funding cycle, nine regional projects were selected in Los Angeles, totaling \$16,102,946. Projects selected during this funding cycle occurred when Los Angeles was served by the LA|OC RC governance structure and are listed below.

Exhibit 32. 2021-22 SWP Regional Projects

Project	Lead College	Partner Colleges	Project Lead email	Allocation
Allied Health	West LA	ELAC, El Camino, LA City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade-Tech, Long Beach, Mt. SAC, Pasadena, Rio Hondo	Carmen Dones donescm@wlac.edu	\$800,000
Career Pathways Partnership	Rio Hondo	All 19 colleges	Dr. Lyla Eddington LylaEddington@gmail. com	\$3,634,140*
Data Science CIS	Santa Monica	ELAC, El Camino, Glendale, LA City, LA Harbor, LA Mission, LA Pierce, LA Valley, Long Beach, Mt. SAC, Pasadena	Nancy Cardenas Cardenas_nancy@ smc.edu	\$950,000
Entertainment and LA Creative Economy	Rio Hondo	Citrus, ELAC, El Camino, LA City, LA Harbor, LA Pierce, LA Southwest, LA Trade-Tech, LA Valley, Long Beach, Mt. SAC, Pasadena, Santa Monica, WLAC	Mike Slavich mslavich@riohondo. edu	\$1,459,286
Marketing	LARC	All 19 colleges	Dr. Narineh Makijan, nmakijan@pasadena. edu	\$950,000
Noncredit Career Pathways	Mt. SAC	All 19 colleges	Shannon Rider srider@mtsac.edu	\$1,710,000
Regional Occupational Clusters	Long Beach	Citrus, Compton, ELAC, Glendale, LA City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade-Tech, LA Valley, Pasadena, Rio Hondo, Santa Monica, WLAC	Anthony Pagan apagan@lbcc.edu	\$1,500,000 *to be reconsidered in 2022 after augmentation

Project	Lead College	Partner Colleges	Project Lead email	Allocation
Regional Job Placement and Employment Success	East LA	Citrus, Compton, El Camino, LA City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade-Tech, LA Valley, Long Beach, Mt. SAC, Pasadena, Rio Hondo, Santa Monica, WLAC	Kendra Madrid madridk@elac.edu	\$4,172,520
Retail, Hospitality, & Tourism	East LA	El Camino, LA City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade-Tech, Long Beach, Pasadena, Rio Hondo, Santa Monica, WLAC	Kendra Madrid madridk@elac.edu	\$927,000

The six projects below were foundational projects approved by the LA|OC RC governance structure and totaled \$2,766,000.

Exhibit 33. 2021-22 SWP Regional Projects

Project	Lead College	Partner Colleges	Project Lead email	Allocation
Employment Outcomes – EMSI	LARC	All 19 colleges	Dr. Narineh Makijan, nmakijan@pasadena. edu	\$266,000
Faculty Innovation Hub	LARC	All 19 colleges	Dr. Narineh Makijan, nmakijan@pasadena. edu	\$750,000
Marketing Leads Conversion	LARC	All 19 colleges	Dr. Narineh Makijan, nmakijan@pasadena. edu	\$150,000
Regional Marketing	LARC	All 19 colleges	Dr. Narineh Makijan, nmakijan@pasadena. edu	\$1,000,000
Regional Industry Engagement and Employment Pipeline Development	LARC	All 19 colleges	Dr. Narineh Makijan, nmakijan@pasadena. edu	\$300,000
UNITE-LA Employer Engagement	LARC	All 19 colleges	Dr. Narineh Makijan, nmakijan@pasadena. edu	\$300,000

K-12 Strong Workforce Partnership Investments

For the 2022-23 funding year, 30 regional K-12 SWP projects were funded in Los Angeles for a total of \$18,352,236. Projects selected during this funding cycle were made following the LARC governance structure and are listed below:

Exhibit 34. 2022-23 K-12 SWP Regional Projects

Pathway Improvement Title	Lead Agency	Lead Contact & Phone Number	Allocation
ABCUSD: Equitable Outcomes through Expanding and Enhancing CTE Pathways and Partnerships	ABC Unified	Sasha Leonardo (562) 926-5566 ext. 21197	\$818,333
Medical Sciences Academy Launch of Three Course CTE Pathway	Beverly Hills Unified	Cindy Dubin (310) 229-3685 ext. 8292	\$49,097
Burbank USD: CTE Academy Pathways	Burbank Unified	Sharon Cuseo (818) 729-4455	\$226,422
Burbank USD: Digital Media Pathway	Burbank Unified	Sharon Cuseo (818) 729-4455	\$188,751
Taking Flight with CalAPS	California Advancing Pathways for Students in Los Angeles County	Lisa Azevedo (562) 866-9011 ext. 2181	\$794,547
CTE Pathway Success through Strong Partnerships and Student Supports	Centinela Valley Union High School District	Hatha Parrish (310) 263-3177	\$818,333
K-12 Foothill Consortium Secondary College & Career Exploration	Charter Oak Unified	Ivan Ayro (626) 966-8331	\$818,333
CWC Silver Lake Creates New ICT/ DM Pathway	Citizens of the World 2	Stacey Koch (424) 248-0544	\$499,162
CWC Mar Vista: Global Trade and Business & Entrepreneurship Pathway	Citizens of the World 3	Stacey Koch (424) 248-0544	\$249,829
Career Pathway Vertical Expansion - Covina Valley	Covina-Valley Unified	Julie Harrison (626) 974-7000	\$613,750
Culver City USD: Sports Medicine (Patient Care)	Culver City Unified	Darrick Rice (310) 842-4220 ext. 4257	\$407,530

Pathway Improvement Title	Lead Agency	Lead Contact & Phone Number	Allocation
Downey Plastics Engineering & Sustainability	Downey Unified	John Harris (562) 469-6577 ext. 6578	\$1,291,504
Reimagining Biotech: Downey's Roadmap to High-Growth Jobs	Downey Unified	John Harris (562) 469-6577 ext. 6578	\$1,461,332
Expansion and Enhancement of Sports Physical Therapy Pathways	East San Gabriel Valley ROP	Bridgette Hernandez (626) 472-5156	\$1,636,665
Digital Media	El Monte Union High	Kirk McGinnis (626) 444-9005 ext. 9925	\$270,050
Engaging Students in Manufacturing and Product Development in the City of Industry Region	Hacienda La Puente Unified	Mark Anderson (626) 933-4363	\$327,818
Career Pathway Connections: Senior Intensive	A's Promise Charter High #1	Leslie Aaronson (323) 854-6817	\$280,063
Excellence and Equity in LBUSD Pathways	Long Beach Unified	Mikle McBride (562) 426-6807	\$1,636,665
CTE Seminar: Expanding Career Awareness and Experiences Across Multiple Industries	Los Angeles Unified	Esther Soliman (213) 241-0374	\$333,277
Enhancing the Quality of Career Guidance & Pupil Supports	Lynwood Unified	Juan Barroso (310) 886-1600 x8103	\$674,712
Expanding and Enhancing K-14 Culinary Arts Pathway	Lynwood Unified	Juan Barroso (310) 886-1600 x8103	\$378,819
Strong Workforce - Strengthening IT/CS Pathways	North Valley Military Institute College Preparatory Academy	Mark Basnage (818) 368-1557	\$211,130
Strengthening Pathway Transitions	Pasadena Unified	Kristina Turley (626) 396-3600 x88426	\$818,333
Port of Los Angeles High School - Digital Photography, Video Production, and Graphic Design	Port of Los Angeles High	Erin Loveridge (310) 732-4310	\$479,392
CARE - Culinary, Automotive, and Robotics/Engineering	Rowland Unified	Victoria Burch (626) 965-5975	\$755,002
Establishing Career Awareness at Continuation High School	Rowland Unified	Victoria Burch (626) 965-5975	\$545,981
New Entrepreneurship Pathway Expansion Los Angeles	SIATech Academy South	Karl Aragundi (562) 884-5275	\$250,000

Pathway Improvement Title	Lead Agency	Lead Contact & Phone Number	Allocation
Expansion of Pathways	South Pasadena	Christiane Gervais (626) 441-5810 x1120	\$188,809
Emerging Technologies in Automotive	Tri-Cities ROP	John Smith (562) 698-9571 ext. 101	\$587,970
Expanding Culinary Pathways	Tri-Cities ROP	John Smith (562) 698-9571 ext. 101	\$740,627

In 2021-22, 38 K-12 Strong Workforce Program projects were funded in the Los Angeles region, totaling \$25,339,878. Projects selected during this funding cycle were approved by the LA|OC RC governance structure and in accordance with the K-12 Strong Workforce selection process. Los Angeles K-12 SWP projects are listed below.

Exhibit 35. 2021-22 K-12 SWP Regional Projects

Pathway Improvement Title	Lead Agency	Lead Contact & Phone Number	Allocation
ABCUSD Pathway Partnership Pipelines to Close the Opportunity Gap	ABC Unified	Sasha Leonardo sasha.leonardo@abcusd.us	\$927,330
College and Career Pathways at Locke Academy	Alain Leroy Locke College Prep Academy	Hillary Goyal Hillary.goyal@greendot.org	\$916,977
Foothill Consortium Curriculum & Instruction and Work-Based Learning	Azusa Unified	Frank Chang fchang@azusa.org	\$927,330
Clearing the Path for College and Career Readiness	Bassett Unified	Rhonda Lentz rlentz@bassettusd.org	\$519,771
Enhancing STEM Technology Programs through Computer Science, Coding and Robotics Engineering	Birmingham Community Charter High	Lindsey Surendranath I.surendranath@ birminghamcharter.com	\$76,660
CTE Pathway Expansion	Burbank Unified	Sharon Cuseo sharoncuseo@burbankusd.org	\$231,833
Digital Media Expansion	Burbank Unified	Sharon Cuseo sharoncuseo@burbankusd.org	\$208,649

Pathway Improvement Title	Lead Agency	Lead Contact & Phone Number	Allocation
BioAnimaker Learning Space	California Advancing Pathways for Students in LA County	Lisa Azevedo Lazevedo@busd.K-12.ca.us	\$877,573
Transforming the World's Energy Systems	California Advancing Pathways for Students in LA County	Lisa Azevedo Lazevedo@busd.K-12.ca.us	\$564,690
SGV Enhanced and Expanded CTE Pathways for an Evolving Arts Industry	California School of the Arts – San Gabriel Valley	Elizabeth Ton Elizabeth.ton@sgv.csarts.net	\$290,254
CTE Pathway Excellence for Success in College, Career, and Life!	Centinela Valley Union High	Hatha Parrish parrishh@cvuhsd.org	\$927,330
Love What You Do	City Charter High	Valerie Braimah vbraimah@citycharterschools. org	\$500,000
Audio Production Pathway: Sound Engineers Straight Outta Compton	Compton Unified	Silke Bradford sbradford@compton.K-12.ca.us	\$927,330
New Medical Assisting Pathway	Covina-Valley Unified	Julie Harrison jharrison@c-vusd.org	\$157,646
CCUSD's Video Game Design and Systems Lab	Culver City Unified	Heather Moses heathermoses@ccusd.org	\$297,673
Inclusive Interdisciplinary Involvement with Industry (i4) Project	Da Vinci Communications High	Carla Levenson Clevenson@davincischools.org	\$927,330
Establishing Sustainable Practice of Entrepreneurial Skills, Strategies, and Operations (ESPRESSO)	Da Vinci Design	Carla Levenson Clevenson@davincischools.org	\$496,430
Business Connect Project	Da Vinci Innovation Academy	Carla Levenson Clevenson@davincischools.org	\$250,000
Computer Science in WBL: Programming with Game Development	Downey Unified	John Harris jharris@dusd.net	\$1,664,348
Expanding Advanced Manufacturing and Welding Pathways	Downey Unified	John Harris jharris@dusd.net	\$1,841,720
Technologies with Things	Downey Unified	John Harris jharris@dusd.net	\$1,820,774
Developing Strong Pathways for Hospitality and Digital Media Applications	El Camino Real Charter High	Lindsey Surendranath Icsurendranath@gmail.com	\$141,418
Digital Media – Arts, Media & Entertainment	El Monte Union High	Hillary Wolfe Hillary.wolfe@emuhsd.org	\$289,603

Pathway Improvement Title	Lead Agency	Lead Contact & Phone Number	Allocation
Expanding CTE for Student Success	Glendale Unified	Narineh Makijan nmakijan@gusd.net	\$928,118
Expanding AME and ICT Pathways to Middle School	Hacienda La Puente Unified	Mark Anderson manderson@hlpusd.K-12.ca.us	\$521,805
Media Arts Career Pathway Connections	LA's Promise Charter High #1	Leslie Aaronson lesliea@lapromisefund.org	\$499,528
Work Based Learning and Alignment of Pathways to Post- Secondary Education	Los Angeles Academy of Arts & Enterprise Charter	Wil Flores wflores@laaae.org	\$92,700
Career Technical Education for Youth in Juvenile Justice System	LA County Office of Education	Mary Sanchez Sanchez_mary@lacoe.edu	\$182,933
Strengthening K-14 Pathways with Middle School Engagement	Los Angeles Unified	Laura Hayes Laura.hayes@lausd.net	\$738,141
Pathway Success through High Quality K-14 CTE Transition	Lynwood Unified	Juan Barroso jbarroso@mylusd.org	\$415,597
Create Arts & Entertainment Pathway and Robotics Program, Increase Dual Enrollment/ CTE	New Designs Charter	Marcus Herring marcus.herring@ newdesignscharter.net	\$834,597
Strong Workforce	North Valley Military Institute College Prep Academy	Mark Ryan mryan@novamil.org	\$500,990
NLM – Future Ready	Norwalk-La Mirada Unified	Joanne Jung jjung@nlmusd.K-12.ca.us	\$927,330
Using Workforce Readiness Opportunities to Engage Students	Pasadena Unified	Kristina Turley turley.kristina@pusd.us	\$924,652
CTE Pathway Improvement	Port of Los Angeles High	Erin Loveridge eloveridge@polahs.net	\$462,056
Refining Career Pathways for All Students	Rowland Unified	Rocky Bettar rbettar@rowlandschools.org	\$927,330
Equity and Access via Improved College and Career Exploration	SIATech Academy South	Debra DiBiase debra.dibiase@siatech.org	\$315,115
Building a CTE Workforce Pipeline	Tri-Cities ROP	Therese Kennedy tkennedy@tricitiesrop.org	\$1,286,317

G. GOVERNANCE MODEL AND STRUCTURE

In spring 2021, the Pasadena Area Community College District (PACCD) convened the region in a facilitated dialog to examine the current governance structure and imagine a revised one. The result is a forward-facing governance model that reflects the region's needs and desires and enables the consortium's work to be carried forward in a collaborative and transparent manner befitting a successful regional consortium.

Governance Model

The Governance Model demonstrates the mechanism used by the consortium to translate the elements of the governance framework. It leads with guiding principles for inputs and other guiding principles for outputs. Additionally, support practices, procedures, and responsibilities are detailed within the model.

Guiding Principles - Inputs (Purpose):

- Advocacy-Driven
- Equity-Minded
- Culture of Trust
- Demonstrated Transparency
- Collaborative Practices
- Consistency

Guiding Principles - Outputs (Student Success Outcomes):

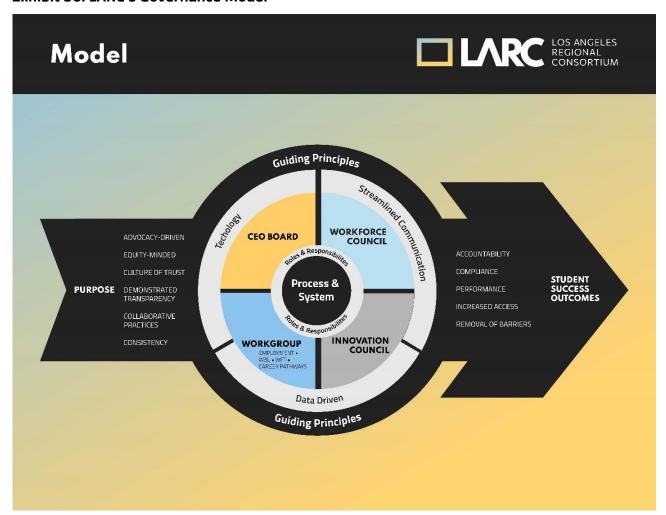
- Accountability
- Compliance
- Performance
- Increased Access
- Removal of Barriers
- Consistency

Woven throughout the Governance Model is the intent to leverage technology to achieve optimal results, streamline communication throughout the region, and actively engage in practices that result in data-driven decision-making and reporting at all levels.

Responding to the defined needs of the region, overarching goals of the Governance Structure include the following:

- Increased effectiveness
- Improved coordination
- Improved clarity
- Greater visibility with the State
- Improved communication

Exhibit 36. LARC's Governance Model



Governance Structure

The LARC Governance Structure was designed from inputs received from the field, key stakeholders, and in conjunction with research and study of multiple governance structures across the country and outside of the U.S. LARC's governance model and structure are subject to our bylaws. LARC's bylaws were finalized in January of 2023, and are available <u>here</u>.

Elements to the structure

Workgroups

The Workgroups are the creators of regional projects. The workgroups are led by a Chair (Dean) and supported by LARC Project Coordinators, Deans, Faculty, Career Service Talent, Employers, K-14 Technical Assistance Providers (TAPs), and K-12 Pathway Coordinators.

Regional projects are generated from this body with a focus on a single outcome.

- Career Pathways
- Student Employment
- Work-Based Learning
- Employer Training

Each of these Workgroups will frame their efforts within a defined growth economy (Green, Readiness, Remote, Logistics, and Automated), as do the faculty hubs.

The work of these Workgroups is supported by the Employer Engagement Plan, outreach efforts, student panel input, Los Angeles Centers of Excellence, and the Office of Institutional Effectiveness Data Taskforce.

Once the projects are generated, they move up to the Innovation Council.

Innovation Council

The Innovation Council serves as the liaison between the Workgroups and the Workforce Council. It is comprised of Workgroup Chairs (Deans) and the LARC Chair. The primary function of the Innovation Council is to present projects created by the Workgroups to the Workforce Council for endorsement.

Workforce Council

The Workforce Council serves as the endorsement/decision-making body of the Governance Structure. The voting members of the Workforce Council are the 19 CEO-appointed CTE Deans and ClOs representing regions 6, 7, and 8. Nonvoting members are all CE Partners.

- Recommend, review, and approve new/modified CTE degrees and certificates through the program review process.
- Review/endorse annual work plans/budgets that are specific to the region.
- Review/endorse funding and region-wide project recommendations to the CEOs.
- Develop and champion regional projects.
- Review/evaluate region-wide project performances.
- Review/approve the region's priority and emerging clusters.

- Participate in K-12 SWP activities/decisions, as appropriate.
- Participate in 360 personnel evaluation for LARC Consortium Chair/Associate Vice
 President and LARC support talent.

The Workforce Council is committed to acting in the best interest of the region. Members of the council agree to the following:

- Provide leadership and support for regional efforts.
- Promote regional collaboration.
- Seek input from constituents and experts in order to make informed decisions.
- Promote and demonstrate open communication and transparency between the council, colleges, and stakeholders.
- Attend Workforce Council meetings.
- Act as a liaison to their college leadership, faculty, and staff.

The Workforce Council has the ability to create Task Forces for the purposes of researching, reporting, and finding solutions to ongoing issues within the region. Task Forces are considered subsets of the Workforce Council.

CEO Council

The CEO Council consists of 19 college presidents and the LACCD Chancellor within the Los Angeles region. The CEO Council serves as:

- The advice and consent body of the consortium, allowing for direct feedback on projects and an opportunity for iterations of projects to happen in a timely, efficient, and effective manner and are the final approver of projects endorsed by the workforce council once any iterations are completed.
- Final approver to the distribution formula for the Strong Workforce regional funds and regional plans.
- Participant in 360-degree personnel evaluation for LARC Consortium Chair/Associate
 Vice President.
- Appointer of a CTE Dean as a college representative to the Workforce Council.

A key function of this body is to advocate on behalf of the consortium. The importance of this role cannot be overstated, particularly as it relates to removing barriers for the consortium to achieve its overarching goals and for students making their way through the community college system. This work is undertaken by a CEO Action Coalition, which is led by the LACCD Chancellor in collaboration with college presidents and employer CEOs, who address issues of public policy and systemic barriers as they relate to equity, economic empowerment, and education.

Support to the Governance Structure

The effort of these Workgroups is supported by the Employer Engagement Plan, outreach efforts, student panel input, Los Angeles Centers of Excellence (COE), and the Office of Institutional Effectiveness Data Taskforce.

The Employer Engagement Plan

Assess current baseline information and set clear outcomes and outputs supported by a robust framework for monitoring, self-evaluation, and action planning. It aims to support increased employability for students and to effectively respond to employers' needs.

Faculty/Employer Innovation Hubs

Faculty/Employer Innovation Hubs are populated by California Community Colleges (CCC) administration, faculty, workforce boards, America's Job Centers of California (AJCCs), communitybased organizations, and both public and private industry partners. Each Hub engages with, solicits ideas from, and builds alignment and commitment from a complex network of both regional and local stakeholder groups. These stakeholders include the Senate Presidents, Senate Faculty Committees, Academic Senate for California Community Colleges (ASCCC) Executive Council, Curriculum Committees, Discipline Committees, Organizational Effectiveness, CE Deans, and Vice Presidents.

Faculty Innovation Hubs primarily focus on three priority goals:

- 1. Building a "gathering space" for regional faculty leaders.
- 2. Develop solutions responsive to the COVID-19 and other concerns cited in the Burning Glass report: "After the Storm: The Jobs and Skills that will Drive the Post-Pandemic Recovery."
- 3. Creating a Badge System for faculty professional development.

Student Panels

Students from around the region participate in monthly discussions around key issues facing community college students. Their voices aid in the decision-making process and provide project validation/ relevance. The panel integrates students into the CTE program design process to identify needed system improvements and ultimately advocate for the policy and practice changes they want to see.

Center of Excellence (COE)

Hosted at Mt. San Antonio College, the Center of Excellence provides invaluable labor market research, and the LARC will continue to rely on this research to guide and inform its work.

Office of Institutional Effectiveness Task Force

Office of Institutional Effectiveness representatives from each of the 19 community colleges focus on finding solutions to data gaps and assisting with the centralization and standardization of data within the region.

Exhibit 36. LARC's Governance Model



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