



This plan is for Los Angeles regional stakeholders, community college staff and partners, and the public. It reflects the consortium's collective vision, evaluations and learnings, and strategic direction for 2024-2027 and serves as a compass to guide our future work. This data-guided plan clarifies our unified direction while remaining flexible on our approach. Additional information about our processes, projects, and impact can be found on the Los Angeles Regional Consortium website, LOSANGELESRC.ORG.



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EXECUTIVE SUMMARY

■ HE LOS ANGELES REGIONAL CONSORTIUM (LARC) **BRINGS TOGETHER LA'S 19 COMMUNITY COLLEGES**

across 11 community college districts working collectively to deliver on the promise that California Community Colleges should be accessible and affordable to all who seek opportunities to realize a better future. Through the consortium, we collaborate with K-12 partners, high-road employers, and priority industries to align impactful curriculum and workforce training programs, creating a seamless pathway for college and career readiness.

Los Angeles County Community Colleges create value in many ways. The colleges play a key role in helping students increase their employability and achieve their individual potential. The colleges draw students to the county, generating new dollars and opportunities for Los Angeles County. The colleges provide students with the education, training, and skills they need to have fulfilling and prosperous careers. Furthermore, the colleges are places for students to meet new people, increase their self-confidence, and promote their overall health and well-being.

Moreover, according to the Economic Value of Los Angeles County's Community Colleges report, commissioned by LARC, LAC's Community Colleges added \$23.2 billion in income to the Los Angeles County economy during FY 2021 and 2022, equal to the sum of operations and construction spending impacts; student spending impact; and alumni impact. For context, the \$23.2 billion impact was equal to approximately 2.6% of the total gross regional product (GRP) of Los Angeles County. This contribution that the colleges provided on their own was larger than the entire Construction industry in the county.

This 2024 to 2027 regional plan provides an overview of the Los Angeles economy and workforce, projected trends that will shape future career education (CE) and marketplace demands, opportunities and equity gaps in student

success, and a detailed description and summary on LARC's eight high priority sectors that will serve as the focus of the region's community colleges CE investments over the next four years. It concludes with an overview of previous investment strategies and LARC's governance structure which oversees and holds accountable activities outlined herein.

As the primary engine of social and economic mobility in the region, Los Angeles County's 19 COMMUNITY COLLEGES are the critical partners to ensuring every Los Angeles County resident, youth and adult alike, has access to education programs that fit their needs and propels them to achieve success in high-growth, high-wage industries.



COMMITMENT TO EQUITY

The regional plan's framework aligns LA's unique characteristics with the California Community Colleges Chancellor's Office's 2017 Vision for Success, the 2030 Vision framework, the multi-year roadmap between the Newsom administration and the California Community Colleges, and new initiatives underway, such as the Apprenticeship Demonstration project, among others. At the center of this plan is a commitment to equity. To ensure all students, regardless of social or economic background, receive the supports needed to succeed and to make equity gains in metrics, such as student program completion and earnings in the field of their choice.

These outcomes are rooted in evaluation and data-defined research. For instance, the living wage for a single adult for Los Angeles County is \$38,217.1 According to the LaunchBoard Student Success Metrics, all LARC 19 students who exited community college in 2021 had an annual median earning of \$36,456,2

slightly below the county living wage. LARC 19 Strong Workforce Program students who exited community college in 2021 had an annual median earning of \$38,544, which is higher than the median earnings of the overall community college student population, and about the same as that of the county living wage. This indicates that LARC SWP graduates are attaining economic viability. However, there are notable equity gaps. For example, American Indian/ Alaska Native, Black or African American, Latino and SWP students with two or more races all had median earnings below the county standard. Asian and White SWP student median earnings are far above that of the county standard.

Another example of investing in equity can be found in the impact of minority- and women-owned business enterprises (MWBEs). MWBEs are small, with the average business employing eight people and with 98% of all MWBEs employing fewer than 50 people. And yet, their impact to the economy cannot be understated. According



to the Brookings Institution, while MWBEs incurred greater job losses during the Great Recession than white-owned businesses, and were more likely to shutter during the recession, these businesses were critical to the nation's recovery. Nationally, MWBEs added 1.8 million jobs from 2007 to 2012, while firms owned by white males lost 800,000 jobs, and firms equally owned by white men and women lost another 1.6 million jobs. The lesson here is clear: invest in future minority and women entrepreneurs to ensure a resilient economy.

Understanding equity gaps in student outcomes helps us identify where and how we must focus our efforts towards achieving equitable outcomes.

¹2021 Living wage data is based on the cost of living for a single adult in the county in which each college's district office is located. More information can be found at the CCCCO LaunchBoard Technical Definition Dictionary.

²CCCCO LaunchBoard Student Success Metrics



LARC PRIORITY SECTORS

To maximize student success and outcomes, LARC has identified eight priority sectors that are data-informed to produce high-wage, high-growth occupations over the next four years: advanced manufacturing; advanced transportation and logistics; business and entrepreneurship/global trade; energy, construction, and utilities; health; information and communication technologies/digital media; life sciences and biotechnology; and retail, hospitality, and tourism.

These eight industries represent and reflect the diversity of the Los Angeles economy and population. Moreover, as detailed below, there is a high level of skills development with overlap across sectors. Manufacturing of plastic systems and composites for medical purposes, including the production of transfusion bags in the life sciences sector, cross over to the advanced manufacturing sector.

The regional plan also takes into consideration changes in the economy from the previous plan. The retail, hospitality, and tourism sector was severely impacted during the pandemic and accounted for some of the highest rates of job loss in the Los Angeles County economy. While there were early indicators that a rebound would occur, the previous LARC plan designated this as an 'emerging' sector. However, according to the recent forecast by UCLA Anderson School of Management, most of the industries that comprise this sector have recovered. As a result, this industry is now one of the eight priority sectors for the region.

8 PRIORITY SECTORS ADVANCED TRANSPORTATION & ADVANCED MANUFACTURING LOGISTICS **BUSINESS & ENTREPRENEURSHIP/ ENERGY, CONSTRUCTION &** GLOBAL TRADE UTILITIES **INFORMATION & COMMUNICATION HEALTH** TECHNOLOGIES (ICT)/ DIGITAL MEDIA LIFE SCIENCES & BIOTECHNOLOGY **RETAIL, HOSPITALITY & TOURISM**

^{3&}quot;Los Angeles County Quarterly Forecast," UCLA Anderson Forecast, UCLA Anderson School of Management, July 2023.



STUDENT SUCCESS

To achieve student success and outcomes, in concert with the 19 colleges of the region, LARC will design studentcentered strategies to ensure students have access to degree, certificate, apprenticeship, or transfer programs, have a sense of belonging during their student experience, and exit empowered to achieve what's next in their career journey. These strategies will include a commitment to compensated work-based learning opportunities, such as apprenticeships, and dual enrollment for students as early as 9th grade.

Finally, this data-guided plan provides a framework for how the community colleges along with industry partners will carry out the work while maintaining flexibility to meet new opportunities and unexpected challenges as they arise.

AN INVESTMENT ANALYSIS

According to the Economic Value of Los Angeles County's Community Colleges, LA's Community Colleges generate more in tax revenue than they receive. These benefits to the public consist primarily of taxes that the state and local government will collect from the added revenue created in the state. As students from LA's Community Colleges earn more, they make higher tax payments throughout their working lives.

The education that students from LA's Community Colleges receive will generate savings in three main categories: 1) healthcare, 2) justice system, and 3) income assistance. Healthcare savings include avoided medical costs associated with smoking, alcohol dependence, obesity, drug abuse, and depression. Justice system savings include avoided costs to the government and society due to less judicial activity. Income assistance savings include reduced welfare and unemployment claims.

Altogether, the present value of the benefits associated with an education from LA's Community Colleges will generate \$518.6 million in savings to state and local taxpayers.

The main takeaway is that the social benefits of LA's Community Colleges equal a present value of \$49.5 billion. These benefits include \$31.7 billion in added student income, \$12.7 billion in added business income, \$4.4 billion in added income from college activities, as well as \$741.2 million in social savings related to health, the justice system, and income assistance in California.

SOCIAL BENEFITS OF LA'S COMMUNITY COLLEGES



\$518.6 million in savings to local state and local taxpayers



present value of \$49.5 billion



\$31.7 billion in added student income



\$12.7 billion in added business income



\$4.4 billion in added income from college activities



\$741.2 million in social savings

B. INTRODUCTION: LOS ANGELES REGIONAL CONSORTIUM

IHE LOS ANGELES REGIONAL CONSORTIUM (LARC) **BRINGS TOGETHER LA'S 19 COMMUNITY COLLEGES**

across 11 community college districts working collectively to deliver on the promise that California community colleges are accessible and affordable to all who seek opportunities to realize a better future. Through the consortium, we collaborate with K-12 partners, high-road employers, and priority industries to align impactful curriculum and workforce training programs, creating a seamless pathway for college and career readiness.

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.

LARC was established in response to a California Community Colleges Chancellor's Office statewide directive to implement the state's Strong Workforce Program (SWP). The SWP seeks to expand career education (CE) programs in California's community colleges, fulfill workplace needs, and develop a skilled workforce for today's and tomorrow's economy. Today, there are eight regional consortia across the state.

LARC achieves its objectives by serving as a CENTRAL HUB to communicate, coordinate, collaborate, promote, and plan career education and workforce and economic development in the Los Angeles region.

LARC's fiscal agent 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/about/larc-team/.



ROLES AND RESPONSIBILITIES

Role:

LARC is responsible for facilitating career education and workforce and economic development collaboration and coordination efforts to: 1) expand work-based learning for students; 2) increase student employment outcomes; and 3) improve the responsiveness of colleges to the training needs of employers.

Responsibilities:

- 1. Conduct regional collaboration and coordination, including organizing key stakeholders, refining the established governance structure to be more inclusive and responsive to employers and partners in the region.
- 2. Administer the process by which career technical education programs are recommended by the regional consortia as part of the approval process to local governing boards.
- 3. Assist colleges in their region in fostering relationships with key employers and identifying opportunities to enrich career and work-based learning opportunities and activities for students.

- 4. Work with the Centers of Excellence to assist colleges within the region in aggregating and analyzing labor market data, and develop and implement strategies to improve student employment outcomes.
- Assist colleges in developing and establishing appropriate student supports that drive toward student employment outcomes.
- 6. Convene and coordinate complex organizations and agendas toward a common goal while removing barriers to decision making, group progress, and conducting complex project management and budget management while delivering timely reports and data to the Chancellor's Office.

LARC CORE VALUES

Our consortium has adopted the following Core Values to guide our collective efforts:

- 1. Consciously and intentionally infuse diversity, equity, and inclusion into all strategies and activities.
- 2. Maximize sustained industry engagement.
- 3. Strengthen career and technical education (CTE) career pathways and programs of study.
- 4. Implement strategies and activities to help students complete Strong Workforce Program (SWP) metrics and student success goals.
- 5. Address the needs of business and industry in identified priority and emerging sectors.
- Demonstrate the regional impact of SWP investments.

- Support the professional development of CTE faculty and research staff.
- 8. Explore and implement effective strategies for serving diverse students and their needs.
- Build and nurture relationships with internal and external stakeholders.



Exhibit 1. Los Angeles Regional Consortium Member Colleges

Cerritos Community College District	Citrus Community College District	Compton Community College District	El Camino Community College District	Glendale Community College District			
CERRITOS	<u>Citrus</u> College	ompton College	El Camino College	GLENDALE COMMUNITY COLLEGE			
Long Beach Community College District	Mt. San Antonio Community College District	Pasadena Area Community College District	Rio Hondo Community College District	Santa Monica Community College District			
LONG BEACH	MT. SAC Mt. San Antonio College	Pasadena City College	RHC	SANTA MONICA COJJEGE			
	Los Angeles Community						























REGIONAL ALIGNMENT WITH STATE CAREER TECHNICAL EDUCATION **GOALS**

LARC aligns its work with the goals of the Governor's California Community College (CCC) Roadmap, the California Community Colleges Chancellor's Office's (CCCCO) Vision for Success (adopted in 2017), the new Vision 2030 Framework, and the 2023 California State Plan for CTE.5

LARC and its member colleges foster a culture of excellence and embrace the CCCCO's seven Vision for Success Core Commitments:

- 1. Focus relentlessly on students' end goals.
- 2. Always design and decide with the student in mind.
- 3. Pair high expectations with high support.
- **4.** Foster the use of data, inquiry, and evidence.
- 5. Take ownership of goals and performance.
- 6. Enable action and thoughtful innovation.
- 7. Lead the work of partnering across systems.

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 and technical education, work-based learning, credit for prior learning, and hybrid, virtual, and in-person classes, all learners can earn certifications, degrees, and occupation-specific credentials on a schedule that works for them.

⁴https://www.cccco.edu/-/media/CCCCO-Website/docs/presentation-slides/Vision-2030-PowerPoint-10162023. pdf?la=en&hash=CF0291AB56BB24B831BBB367E4F76ACFFEA785AA

⁵https://www.ccco.edu/About-Us/Chancellors-Office/Divisions/Workforce-and-Economic-Development/cte-state-plan

C. REGIONAL ECONOMY AND LABOR MARKET INFORMATION

■ OTALING 9.8 MILLION RESIDENTS IN 2022, LOS ANGELES COUNTY IS THE LARGEST COUNTY IN CALIFORNIA IN TERMS OF POPULATION.

Spanning 4,753 square miles with 88 incorporated cities, the county is home to a dynamic economy characterized by many emerging industries, transformative work models, and diverse communities with residents who speak at least 224 identified languages.⁶ New types of work and new ways of working are being cultivated by the county's hundreds of thousands of businesses, including 250,000 small businesses and 1.1 million sole proprietors.7

> **Anchoring Los Angeles County's economy are major** industries, including AEROSPACE, BIOSCIENCE, GLOBAL TRADE, FILM AND TELEVISION PRODUCTION, and new and emerging industries. These industries contribute to a diverse labor market that offers many high-road employment opportunities to the more than 520,000 students served by the 19 community colleges.

⁶Los Angeles Almanac, Languages Spoken at Home by City Persons 5 years & Over, Los Angeles County, 2015 Estimates

⁷"Pathways for Economic Resiliency: Los Angeles County 2021-2026," County of Los Angeles and Los Angeles County Economic Development Corporation (LAEDC), February 2021, https://wdacs.lacounty.gov/wp-content/uploads/2021/02/Pathways-for-Economic-Resiliency-Executive-Summary-copy.pdf



IMPACT OF PANDEMIC AND ECONOMIC RECOVERY

During the COVID-19 pandemic, the labor force was severely impacted with unemployment peaking at 19% in May 2020, according to Economic Development Department data. Following the economic shock of the COVID-19 pandemic, the county has substantially rebounded, yielding a 5% unemployment rate in 2023.

Key economic characteristics of the region include:							
5,215,434 jobs in 2022	5,541,459 jobs projected for 2027	326,024 new jobs projected between 2022 and 2027	6.25% projected job growth	368,031 middle-skill job openings projected between 2022 and 2027 ⁸			

According to the California Department of Finance, the population of Los Angeles County peaked in 2018 at 10,192,593 residents. Since then LA County's has decreased, with the sharpest decline of 193,603 residents occurring in 2020. The most recent estimates indicate that there were 9,834,503 county residents in 2022 and 9,761,210 in 2023, a loss of 73,293 or 0.75%. In fact, when looking at the 88 cities in LA County over the last two years, 82 have lost population.9 This loss is attributed to the high cost of housing (including rent), inflation, declining birth rates, and the COVID-19 Recession.

The projected decline in population and the county's increasing share of residents over age 65 is expected to present challenges for postsecondary student enrollment, not only among local community colleges, but for public and private four-year colleges and universities. This mirrors state and national trends as well, which speaks to the growing need for a systemwide focus on dual enrollment, employee retraining, and adult education, among other strategies.

⁸Middle-skill jobs typically require more education and training than a high school diploma but less than a bachelor's degree.

⁹Lee, R. (2023). Los Angeles County LMI Minute Newsletter: Los Angeles County Population Shrank Again in 2023. California Employment Development Department, Labor Market Information Division, Los Angeles Coastal Area. October 2023.



INDUSTRY SECTOR EMPLOYMENT CONCENTRATION IN LA, CA, AND THE U.S.

Just over a quarter of all jobs in California are located in Los Angeles County, giving it an outsized influence on the state's economy. However, the composition of industry employment in Los Angeles County differs from California, and the United States as a whole, in several ways.

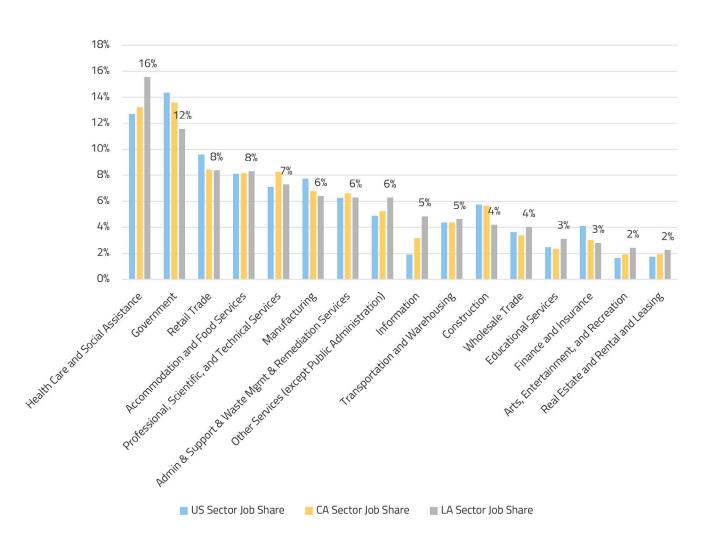
Los Ange	Los Angeles has a larger share of jobs than the U.S. and California in the following industry sectors:					
•	HEALTH CARE AND SOCIAL ASSISTANCE					
	INFORMATION (primarily comprised of jobs in motion picture and sound recording industries)					
& &^&	OTHER SERVICES (primarily comprised of jobs in personal care services – barber shops, nail salons, and other beauty services, as well as jobs in services provided to private households – gardening, maids, and nannies)					
	TRANSPORTATION AND WAREHOUSING					
<u> </u>	WHOLESALE TRADE					
Q ABC	EDUCATIONAL SERVICES					
F	ARTS, ENTERTAINMENT, AND RECREATION					
	REAL ESTATE AND RENTAL AND LEASING					
	ACCOMMODATION AND FOOD SERVICES					



Exhibit 2 below displays the percentage of 2022 jobs present within each industry sector across the United States, California, and Los Angeles County. At 16%, Los Angeles County has a larger concentration of jobs in the Health Care and Social Assistance sector than both the U.S. and California. Conversely, Los Angeles County has a smaller portion of jobs in the Government sector (12%) compared to the U.S. and California, both near 14%.

These industries reflect the uniqueness and diversity of the Los Angeles economy and population. For instance, with at least 224 unique languages spoken in the county and an increasing share of residents over age 65, there is a heightened awareness of and need for culturally competent healthcare providers, from medical interpreters to nurses, physicians to healthcare administrators. Similarly, LA County's media production industry has enabled and accelerated its innovation economy that will require technical skills through certifications or two-year degrees to meet employer demands.

Exhibit 2. Employment concentration by industry sector in the U.S., California, and Los Angeles County (by number of jobs in 2022, LA % displayed for reference)





An examination of 2022 job counts by industry shows that in Los Angeles County, the largest industry in terms of total employment is services for the elderly and persons with disabilities, with more than 256,000 jobs (Exhibit 3). The second largest industry is local government (excluding education and hospitals) with more than 195,000 jobs, followed by elementary and secondary schools (local government) with more than 189,000 jobs.

Although employment in the retail, hospitality, and tourism sector declined sharply during the pandemic, this sector has proven to be particularly resilient. Despite expectations that it would take longer to recover in terms of employment, since it was greatly impacted initially by the state mandated pandemic shutdown, and later by how the pandemic shifted consumer habits, as well as where and how work is commonly performed, jobs data shows industries related to this area of the economy continue to recover and add jobs. Current data now shows that industries related to retail, hospitality, and tourism in 2022 comprised a sizable share of the county's labor market. For example, in Exhibit 3, full-service restaurants comprise the fourth largest industry with the most jobs in the county, a total of nearly 164,000 jobs; and the fifth largest industry in terms of jobs is limited-service restaurants, with nearly 147,000 jobs.10

Exhibit 3. Top 10 industries in Los Angeles County based on job counts, 2022

INDUSTRY	NUMBER OF JOBS
Services for the Elderly and Persons with Disabilities	256,086
Local Government, Excluding Education and Hospitals	195,055
Elementary and Secondary Schools (Local Government)	189,096
Full-Service Restaurants	163,839
Limited-Service Restaurants	146,877
Motion Picture and Video Production	140,317
General Medical and Surgical Hospitals	112,830
Private Households	110,998
Temporary Help Services	86,477
Supermarkets and Other Grocery (Except Convenience) Stores	78,291

¹⁰While select high-level labor market information is available for 2023, 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 2022. All four quarters of QCEW data from 2023 will not be available until summer of 2024, per the BLS's release schedule: https://www.bls.gov/cew/release-calendar.htm.



EXAMINATION OF THE CALIFORNIA COMMUNITY COLLEGES CHANCELLOR'S OFFICE 12 PRIORITY SECTORS WITHIN LOS ANGELES COUNTY

To set the stage for LARC's priority sectors, detailed below, we begin by examining the 12 priority sectors as determined by the California Community Colleges Chancellor's Office (CCCCO). These 12 priority sectors provide a statewide overview of market trends and Exhibit 4 reviews these sectors within Los Angeles County. The fastest job growth in Los Angeles County is projected for the health sector, which has a projected growth rate of 16%.11 The retail, hospitality, and tourism sector also is expected to experience substantial growth, with a projected 10% growth rate. Moderate growth in LA County is expected for the ICT/digital media sector (+8%), life sciences/biotech sector (+7%) and public safety sector (+7%). Other notable industry growth includes:

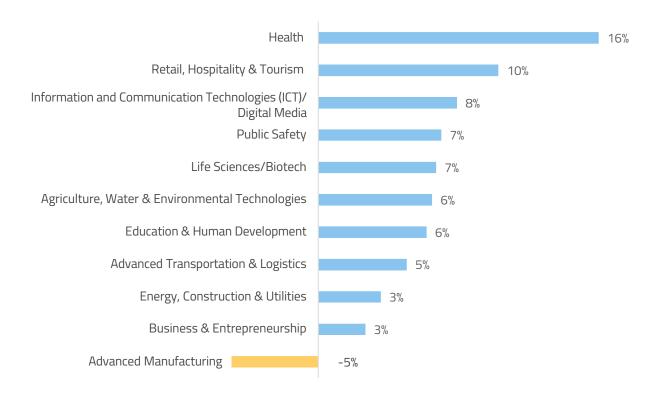
- Education and human development (+6%)
- Advanced transportation and logistics (+5%)
- Energy, construction, and utilities (+3%)
- Business and entrepreneurship (+3%)

Conversely, one sector is projected to contract. While its outputs and economic importance shall continue to rise, the advanced manufacturing sector is expected to decline at a rate of 5% largely due to increased automation, technologies, and efficiencies. There are mitigating circumstances to consider within this industry. Industry association partner California Manufacturing Technology Consulting (CMTC) has concluded that 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 the Los Angeles Economic Development Corporation (LAEDC).

¹¹Industry employment data is organized and reported in the North American Industry Classification System (NAICS), which contains 20 unique sectors. Meanwhile, the Chancellor's Office classifies career education programs using a simplified version of the NAICS that contains only 12 sectors, referred to in this report as CCCCO sectors. The labor market information in this and the following section is sourced from Lightcast's Q3 2023 dataset and is organized and presented using the CCCCO sectors in order to align with the regional career and technical education curriculum.



Exhibit 4. Projected percent change in jobs for each CCCCO sector, Los Angeles County, 2022-2027



OCCUPATIONS WITHIN THE 12 PRIORITY SECTORS AS ALIGNED WITH COMMUNITY COLLEGE EDUCATION AND TRAINING

We know there is nothing middle-skilled about life-saving healthcare workers or bridge-building welders and fabricators. Most CE professions are highly-skilled, and yet Strong Workforce Program (SWP) legislation identifies "middle-skill credentials" as a gateway leading to a large and diverse number of careers in the state's economy requiring more education and training than a high school diploma but less than a bachelor's degree. 12 For the purpose of this regional plan, occupations have been included in the labor market analysis that are aligned with community college education and training, i.e., "middle-skill" jobs. Data pertaining to current employment levels and projected occupational demand categorize occupations according to each respective CCCCO sector.

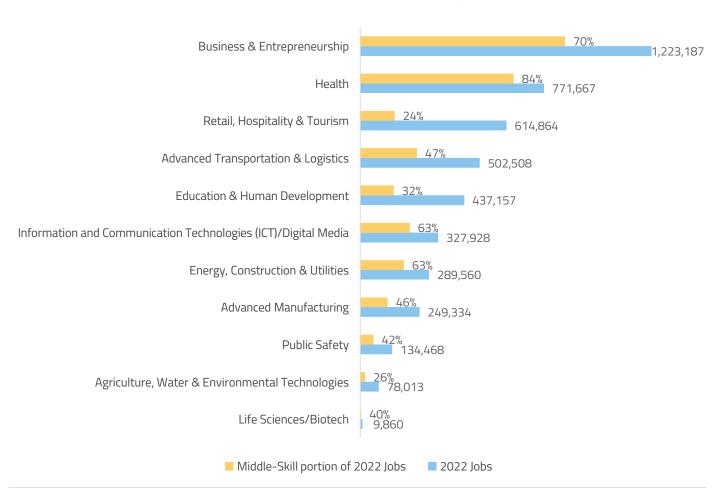
When jobs that span all skill levels are considered, including less than high school, up to bachelor's and advanced degrees, the business and entrepreneurship sector has the largest total employment of all sectors: more than 1.2 million jobs (Exhibit 5). Of these jobs, 70% are aligned with community college education and training. In terms of total employment size across all skill levels, the health sector ranks second and contains more than 771,000 jobs. A substantial majority of health sector jobs, 84%, are aligned with community college education and training.

^{12&}quot;EDUCATION CODE – EDC TITLE 3. POSTSECONDARY EDUCATION [66000 - 101149.5] (Title 3 enacted by Stats. 1976, Ch. 1010.) DIVISION 7. COMMUNITY COLLEGES [70900 - 88933] (Division 7 enacted by Stats. 1976, Ch. 1010.)," California Legislative Information, July 1, 2019, https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=EDC&division=7.&title=3.&part=54.5.&chapter=&article=.



The third sector with the greatest number of jobs is retail, hospitality, and tourism, with nearly 615,000 jobs. However, this sector has a smaller concentration of jobs aligned with community college education and training: only 24%. Unsurprisingly, this sector contains a high concentration of lower-skilled jobs requiring less than a high school education. Other sectors that stand out for containing a substantial concentration of skilled jobs aligned with community college education and training are the ICT/digital media sector (63% of jobs) and energy, construction, and utilities (also 63% of jobs).

Exhibit 5. Comparison of skilled jobs aligned with community college education and training with jobs of all skill levels by CCCCO sector, Los Angeles County, 2022





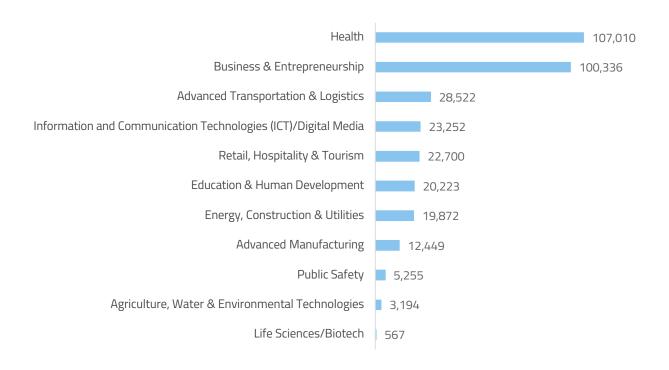
When annual job openings are analyzed through the lens of occupations that are aligned with community college education and training, two sectors offer the greatest demand for workers: health, with more than 107,000 annual openings; and business and entrepreneurship, with more than 100,000 annual openings (Exhibit 6).

The number of annual job openings falls for the remaining sectors. For example, advanced transportation and logistics has the third greatest number of annual openings for occupations aligned with community college education and training, but at 28,522 this number of job openings is far smaller than the health sector and the business and entrepreneurship sector.

The sectors with the fewest annual openings are:

- Public safety, **5,255** job openings
- Agriculture, water, and environmental technologies, 3,194 job openings
- Life sciences/biotech, 567 job openings

Exhibit 6. Average annual openings for occupations aligned with community college education and training by CCCCO sector, Los Angeles County, 2022-2027



Please refer to the References section for a complete list of data sources included in this Regional Plan.

D. LARC STRATEGIC DIRECTIONS

N DEVELOPING LARC'S STRATEGIC DIRECTIONS, THE LOS ANGELES REGIONAL PLAN WORKGROUP

began with the foundational goals and strategic directions outlined in the California Community Colleges Chancellor's Office Vision 2030 Plan, as well as the explicit focus for California Community Colleges Regional Consortia. 13 We incorporated and adopted all elements that are applicable to the specific work of LARC and within the context of the Los Angeles economy. Across all priorities and strategic actions, LARC shall prioritize equity and inclusion as the central focus. Additionally, all efforts shall be based upon high-growth, emerging, and in-demand sectors.

> Across all priorities and strategic actions, LARC shall prioritize EOUITY AND INCLUSION as the central focus.

¹³ California Community Colleges are organized into ten economic regions, served by eight consortia: Bay Area, Central Valley Mother Lode, Inland Empire / Desert, Los Angeles, North / Far North, Orange County, San Diego / Imperial, South Central Coast https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Workforceand-Economic-Development/regional-consortium-chairs



LARC'S STRATEGIC DIRECTIONS FOR 2024-2027 FALL UNDER TWO **CATEGORIES:**

- Actions for Equitable Academic Success
- Actions for Equitable Workforce and Economic Development

Actions for Equitable Academic Success

- 1. Strengthen Early College Credit, Dual Enrollment, and K14 CTE Pathways
- Actively engage and improve the student experience with the use of generative AI technology.
- 3. Enhance access, success, and support with a focus on:
 - a. Baccalaureate Degree offerings to align with regional workforce demands
 - **b.** Justice-involved and justice-impacted Californians
 - c. Foster, opportunity, and at-promise youth
 - d. Veterans (including the Military Articulation Program)
 - e. Employer engagement and student employment
 - f. Credit for prior learning
 - g. High quality hybrid-flexible and online learning

Actions for Equitable Workforce and Economic Development

- Improve social and economic mobility and personalized education through apprenticeships, work-based learning (career-connected learning) and student employment outcomes.
- Responsiveness of colleges to employer immediate training needs
- 3. Advance climate action initiatives.
- 4. Enhance system support for faculty capacity, professional development, and collaboration.

Having adopted these new strategic directions to guide and inform our work over the next three years, LARC is poised to continue empowering students to achieve success, build real-life skills, and attain living wage careers. We are excited to continue serving as a powerful driver of social and economic mobility in the Los Angeles region and beyond.14

¹⁴Note that colleges, K-12 stakeholders, and regional partners interested in collaborating on regional projects, or considering applying for funding, are strongly encouraged to align their proposed activities and outcomes with those outlined in this plan.



EXPECTATIONS

LARC shall ensure the regional plan and implementation activities align with expected outcomes and reporting requirements for our region, the California Community Colleges Chancellor's Office, statutorily mandated SWP metrics, LaunchBoard data, and DataMart. Our culture is to remain data-guided, equity focused, student-centered, and mission-driven. Accountability and transparency shall remain core to all our collaborative efforts. As required, LARC shall provide data on specific indicators of progress for region and system strategic directions including, but not limited to: expansion of work-based learning for students, increase of student employment outcomes, and increase in responsiveness to training needs of employers.

The LARC website shall continue to provide our community with updates and reports on both our Strategic Direction progress as well as successful outcome achievement. The LARC Dashboard may be accessed at https://losangelesrc.org/strong-workforce-metrics.



URING THE REGIONAL PLANNING PROCESS. STAKEHOLDER CONVENINGS AND WORKFORCE DATA RESEARCH INVOLVED INDUSTRY REPRESENTATIVES.

community college faculty, staff, administrators, local / regional Workforce Development Boards, and other partners (LAEDC, UCLA), to identify eight priority sectors, using an analysis of regional labor market needs informed by a federal Workforce Innovation and Opportunity Act (WIOA) economic analysis and other sources as applicable, that offer promising career opportunities for community college students:15

8 PRIORITY SECTORS



ADVANCED MANUFACTURING



ADVANCED TRANSPORTATION & LOGISTICS



BUSINESS & ENTREPRENEURSHIP/ GLOBAL TRADE



ENERGY, CONSTRUCTION & UTILITIES



HEALTH



INFORMATION & COMMUNICATION TECHNOLOGIES (ICT)/ DIGITAL MEDIA



LIFE SCIENCES & BIOTECHNOLOGY



RETAIL, HOSPITALITY & TOURISM

¹⁵Please note that our previous 2021-2024 regional plan designated retail, hospitality, and tourism as an "emerging" sector for the region due to the sizable contraction in businesses and employment that occurred during the pandemic. Employment in this sector has since recovered and is poised for additional future growth (see Exhibit 11). Additionally, since the writing of the 2021-2024 regional plan, the global trade sector has been folded into the business and entrepreneurship sector. These sectors align with the Industry Sector Crosswalk defined by the California Community Colleges Chancellor's Office, 2023: https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Workforce-and-Economic-Development/Strong-Workforce-Program/SWP-Archive/Events/K12-SWP-Industry-Sector-Crosswalk.



To ensure a data-guided, sector-based approach in the future, these eight priorities shall be LARC's primary (not sole) focus. Among the priority sectors, the Regional Plan Workgroup made three key decisions:

- 1. While the California Community Colleges Chancellor's Office considers "Business and Entrepreneurship" and "Global Trade" as two distinct sectors, the Los Angeles businesses ecosystem is an international marketplace. Along with businesses that export products and services to Los Angeles' foreign direct investments (FDI), we believe these two sectors are inextricably connected.
- 2. While the Retail, Hospitality, and Tourism sector was an "emerging" sector in our last plan and subsequent regional updates, it is clear by the data presented above that the industry is alive and well and adding new jobs. As a result, we now have reclassified this sector as a "priority" sector. Nonetheless, a focus will be to ensure jobs secured by Los Angeles community colleges are in the middle-skilled occupations, as opposed to lowskilled occupations.
- As Exhibit 5 detailed, the advanced manufacturing sector is expected to contract by 5%. As detailed above, there are mitigating circumstances to consider within this industry. In addition to analysis by the California Manufacturing Technology Consulting (CMTC) that job declines may be a result of new automations, these new technologies protect employees through a safer work environment, and qualified, middle-skill employees will continue to be needed to maintain and operate machines. Given 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 the Los Angeles Economic Development Corporation (LAEDC), it stands to reason to include it here.

Clearly, leveraging the resources and support of regional partners is critical to deepen student success and Exhibit 6 identifies alignment priority sectors for LARC, LA County's seven regional Workforce Development Boards, LAEDC, and the UCLA Anderson Forecast. This matrix provides an overview of how LARC's priority sectors match with partners and how our colleges can effectively collaborate with regional partners.





Exhibit 7. Industry Sector Regional Alignment¹⁶

Industry Sector	LARC	LA City WDB ¹⁷	Long Beach WDB ¹⁸	SELACO WDB ¹⁹	South Bay WIB ²⁰	Verdugo (Glendale) WDB ²¹	LA County WDB ²²	San Gabriel Valley EP ²³	LAEDC ²⁴	UCLA Anderson Forecast ²⁵
Advanced Manufacturing	х	х	Х	х	х	x	Х	х	х	х
Advanced Transportation and Logistics	х	х	х	х	х		х		х	х
Agriculture, Water and Environmental Technologies		х	х		х		Х		х	
Business and Entrepreneurship	x		x	х	х	х	х	х	х	
Education and Human Development							х			х
Energy, Construction, and Utilities	х	х	x		х		х	х		Х
Global Trade	х						х		х	
Health	х		x		х	х	x	x	х	Х
ICT/Digital Media	x	x		x		х	x	×	х	х
Life Sciences/ Biotech	х	х			х	х	х	х	х	х
Public Safety								х		
Retail, Hospitality, and Tourism	х						х		х	Х

¹⁶Foothill Workforce Development Boards' 2023 Biennial Modification to their 2021-2024 Local Plan is not included on the chart as they do not specify specific priority industries. The Local Plan highlights their Entrepreneur Training Program as part of their special programs and services for youth and young adults (p. 30 – 31).

¹⁷These sectors were identified as key areas for High Road Training Partnerships (HRTP), Hire LAX Pre-Apprenticeship Program Partnership toward high-wage employment, and Business Engagement Program in LA County WDB's Annual 2023-2024 plan (p. 12-13).

¹⁸Youth services target sectors such as aerospace, environmental engineering, sustainability, and health care in Long Beach (Pacific Gateway) WDB's 2023 two-year modification to the 2021-2024 workforce development plan (p. 12).

¹⁹ Industry sectors identified as high-demand or high-priority for South East LA County (SELACO) WDB's Specialized and Innovative Services for Adults and Dislocated Workers in their 2021-2024 Local Plan (p. 31-32).

²⁰Identified as key sectors of the economy in South Bay Workforce Investment Board's 2023 Biennial Modification to the 2021-2024 Local Plan (p. 22).

²¹CNC Machining, Bioscience, and Digital Media/Manufacturing identified as target industries for Adult and Dislocated Worker Activities in Verdugo Workforce Development Board's 2021-2024 Local Plan (p. 52-56).

²²Los Angeles County Workforce Development Board's 2023 Biennial Modification to their 2021-2024 Local Plan cites these industries as Los Angeles County's major recovery growth sectors (p. 10-11).

²³Industry sectors identified for partnerships and/or programs by the Workforce Development Committee in the San Gabriel Valley Economic Partnership's 2022-2023 Annual Report (p. 17-19).

²⁴Listed as industries of greatest focus on the Los Angeles County Economic Development Corporation's website (also listed but not included in chart: design and fashion/apparel).

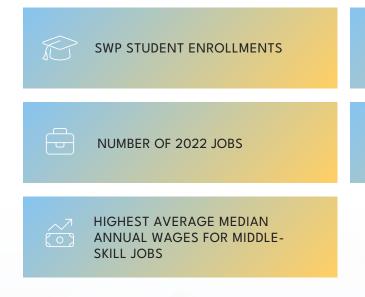
²⁵UCLA Anderson Forecast's latest (October 4th, 2023) press release reports logistics, technology, construction, durable goods manufacturing, health care, leisure, and hospitality sectors as having the largest job creation gains in California.



DETAILED OVERVIEW OF LARC PRIORITY SECTORS

The following section provides a detailed analysis of the eight priority sectors in the region, including a description of the current state of the sector and a list of illustrative occupations with the most projected annual job openings and highest median hourly wages.

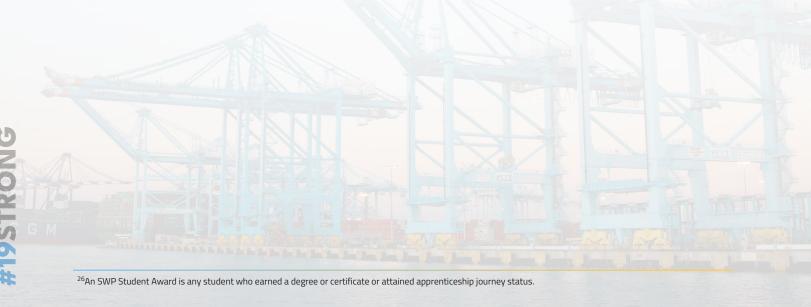
Included in the analysis is a table summarizing how each sector measures up across five metrics:



MOST MIDDLE-SKILL JOB OPENINGS THROUGH 2027

SWP STUDENT AWARDS²⁶

Among other factors, these five metrics help inform the consortium to make programmatic decisions and investments across priority, and potentially new emerging, sectors.





ADVANCED MANUFACTURING

HE ADVANCED MANUFACTURING SECTOR HAS LONG HISTORICAL TIES TO THE AEROSPACE AND DEFENSE INDUSTRIES, and in more recent years, SpaceX, Tesla, and Rivian. Employment in the manufacturing industry has not undergone the recovery experienced by other industry sectors post-pandemic. According to an LAEDC quarterly briefing delivered in September 2023, manufacturing lost approximately 20,400 payroll jobs between July 2019 and July 2023, and its employment remains below prepandemic levels.27 That said, the manufacturing industry was among the industry sectors with the highest number of unique job postings in July and August 2023, with nearly 18,500 postings, which may indicate labor market hiring activity.28



Trends toward interconnectivity, automation, machine learning, and the application of real-time data have altered job functions and fueled demand for workers with electrical and mechanical knowledge. Employers in the region are seeking job candidates with foundational skills in basic math and electricity, who understand how to read diagrams, have a familiarity with computers, and possess soft skills, such as timeliness and communication. In response to the severe labor shortage in this sector, employers are identifying job candidates who have the potential to develop technical skills and are conducting on-the-job training after hiring.

As a result of rapid technological adoption spurred, in part, by the pandemic, particularly in the area of sensors and actuators, the advanced manufacturing sector has significant crossover with the advanced transportation and logistics sector, due to the rise of automation, robotics, and mechatronics within logistics and the supply chain, in particular warehousing and goods movement. Machine repair and preventive maintenance are also skill areas in demand. One example of the transformation underway is how the occupation of millwrights has changed. This occupation traditionally used CNC machinery and lathes, but now is considered an industrial technician job because the nature of the work has shifted to light manufacturing, with robotics and sensors a key skill area.



²⁷"Quarterly Economic Briefing Webinar: September 11, 2023," YouTube, uploaded by LAEDC, September 11, 2023, https://www.youtube.com/watch?v=Zltg3gks-10&t=1s. ²⁸lbid.



Exhibit 8 summarizes the key metrics and ranking among all 12 CCCCO sectors that contributed to selecting Advanced Manufacturing as one of our region's priority sectors.

Exhibit 8. Advanced Manufacturing sector by the numbers

METRIC	VALUE	RANKING AMONG 12 CCCCO SECTORS
2021-2022 SWP Student Enrollments	7,626	8
2021-2022 SWP Students Earning Awards	877	7
2022 Jobs	249,334	8
Avg. Annual Middle-Skill Job Openings, 2022 to 2027	12,449	8
Avg. Median Annual Earnings for Middle-Skill Jobs, 2022	\$52,900	9

MOST IN-DEMAND

The table below shows the occupations with the most annual openings relevant to community college education and training. These data indicate the largest and most pervasive opportunities for residents to secure employment throughout our region.

Exhibit 9. Occupations aligned with community college education with the greatest number of projected annual job openings

OCCUPATION	ANNUAL OPENINGS
Inspectors, Testers, Sorters, Samplers, and Weighers	1,806
First-Line Supervisors of Production and Operating Workers	1,355
Packaging and Filling Machine Operators and Tenders	1,182
Machinists	840
Welders, Cutters, Solderers, and Brazers	819
Industrial Machinery Mechanics	564

HIGHEST PAID

The table below indicates the occupations with the highest median hourly earnings within Advanced Manufacturing. These data indicate those opportunities providing a living wage and upward mobility for our program alumni.

Exhibit 10. Occupations aligned with community college education with the highest median hourly earnings

OCCUPATION	MEDIAN HOURLY WAGE
Occupational Health and Safety Specialists	\$43.56
Chemical Plant and System Operators	\$41.70
Commercial and Industrial Designers	\$38.39
Computer Numerically Controlled Tool Programmers	\$37.40
Control and Valve Installers and Repairers, Except Mechanical Door	\$37.06
Industrial Engineering Technologists and Technicians	\$36.19







ADVANCED TRANSPORTATION AND LOGISTICS

IECHNOLOGICAL ADVANCEMENTS ARE GREATLY CHANGING CONSUMER DEMAND FOR VEHICLES and the types of vehicles that are used for the movement of goods. Of note, Los Angeles is planning for flying vehicles, such as air taxis, to be operational by the time the city hosts the 2028 Olympics.²⁹

State and federal regulatory activity is expected to influence trends in advanced transportation. In 2022, the California Air Resources Board adopted a rule that by 2035, 100% of new cars and light trucks sold in California will be zero-emission vehicles, including plug-in hybrid electric vehicles.30 Then in March of this year, the Biden



administration granted California the authority to require that half of heavy trucks sold by 2035 be electric.31

These state goals and mandates are expected to drive the adoption of electric vehicles across the board and will create demand for automotive and truck mechanics skilled at this type of repair. Perhaps an early indicator of the shift toward electric vehicles, Amazon has ordered 100,000 electric delivery vehicles produced by Rivian (which has locations in Carson and Irvine), and this summer announced it has 5,000 Rivian vans on the road.32

Due to its importance to the functioning of the regional supply chain, the advanced transportation and logistics sector has crossover with global trade since Los Angeles County is home to the two largest ports in the nation, the Ports of Long Beach and Los Angeles. UCLA Anderson's "Los Angeles Quarterly Forecast" notes that after a record high in 2022, imports through Los Angeles' seaports and LAX have "plunged" due to a decline in domestic demand for goods and the intensified decoupling between the U.S. and China.33 In September, Beacon Economics reported that imports and exports through California's ports have declined and cautioned that "the intensifying labor dispute between the International Longshore and Warehouse Union and terminal operators at West Coast seaports" could disrupt trade and that past disruptions have led to the shift toward diverting trade to Gulf Coast and Atlantic ports.34



²⁹Roger Vincent, "The race is on for more EV charging stations at stores, offices and apartments," Los Angeles Times, September 25, 2023, https://www.latimes.com/ california/story/2023-09-25/ev-charging-stations-businesses-landlords-race-to-install?_gl=1*11qtup2*_gcl_au*MTg1NjkxMDc5Mi4xNjk2MzUyNjAy.

³⁰ Press release, "California moves to accelerate to 100% new zero-emission vehicle sales by 2035," California Air Resources Board, August 23, 2022, https://ww2.arb. ca.gov/news/california-moves-accelerate-100-new-zero-emission-vehicle-sales-2035

³¹Coral Davenport, "California to Require Half of All Heavy Trucks Sold by 2035 to Be Electric," The New York Times, March 31, 2023, https://www.nytimes. com/2023/03/31/climate/california-electric-trucks-emissions.html.

³² Scott Keith, "Amazon adds 5,000th Rivian electric delivery van to U.S.," Fleet Owner, July 18, 2023, https://www.fleetowner.com/emissions-efficiency/mediagallery/21269714/amazon-now-has-5000-rivian-electric-delivery-vans-in-us-fleet.

[&]quot;Los Angeles County Quarterly Forecast," UCLA Anderson Forecast, UCLA Anderson School of Management, July 2023.

^{34&}quot;California Exports Decline In Latest Numbers But Do Better Than The Nation As a Whole," Beacon Economics, September 6, 2023, https://beaconecon.com/ publications/ca-trade-report/.



Exhibit 11 summarizes the key metrics and ranking among all 12 CCCCO sectors that contributed to selecting Advanced Transportation and Logistics as one of our region's priority sectors.

Exhibit 11. Advanced Transportation and Logistics sector by the numbers

METRIC	VALUE	RANKING AMONG 12 CCCCO SECTORS
2021-2022 SWP Student Enrollments	4,858	9
2021-2022 SWP Students Earning Awards	608	8
2022 Jobs	502,508	4
Avg. Annual Middle-Skill Job Openings, 2022 to 2027	28,522	3
Avg. Median Annual Earnings for Middle-Skill Jobs, 2022	\$69,200	4

MOST IN-DEMAND

The table below displays occupations with the most annual openings that are aligned with the advanced transportation and logistics sector. With the exception of heavy and tractor-trailer truck drivers, all occupations are relevant to community college education and training, and represent areas with the most employment opportunities in the region.

Exhibit 12. Occupations aligned with community college education with the greatest number of projected annual job openings

OCCUPATION	ANNUAL OPENINGS
Heavy and Tractor-Trailer Truck Drivers	7,272
Shipping, Receiving, and Inventory Clerks	2,736
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	2,475
Production, Planning, and Expediting Clerks	2,423
Industrial Truck and Tractor Operators	2,048
Automotive Service Technicians and Mechanics	1,830

HIGHEST PAID

The table below shows occupations aligned with the advanced transportation and logistics sector that pay the highest median hourly wages. Securing employment in any of these occupations will provide a quality standard of living for our students and their families.

Exhibit 13. Occupations aligned with community college education with the highest median hourly earnings

OCCUPATION	MEDIAN HOURLY WAGE
Airline Pilots, Copilots, and Flight Engineers	\$113.31
Commercial Pilots	\$65.44
Air Traffic Controllers	\$63.04
Ship Engineers	\$57.52
Captains, Mates, and Pilots of Water Vessels	\$50.08
Transportation, Storage, and Distribution Managers	\$48.08





BUSINESS AND ENTREPRENEURSHIP/GLOBAL TRADE

MALL BUSINESSES ARE AN INTEGRAL PART OF LOS ANGELES COUNTY'S ECONOMY. According to an analysis by LAEDC, there are 250,000 small employer businesses, comprising 93% of all businesses in the county, and the county is home to more than 1.1 million nonemployer sole proprietorships.35

These small employer businesses and sole proprietorships account for 43% of the local workforce and are concentrated in food service, arts, entertainment, and recreation, nonessential retail, accommodation and personal care, and laundry services.36 Los Angeles Center of Excellence analysis shows that of the priority and emerging sectors studied, this sector



ranks first in terms of employment size and second in terms of the most annual job openings.

Overlap exists between the business and entrepreneurship sector and many other areas that comprise the larger economy. This is because many of the occupations that are categorized in this sector are also employed by other sectors. Notably, the significant role of global trade in the county's economy contributes to the activities of many ancillary businesses. The county is home to the two largest ports in the nation, the Ports of Los Angeles and Long Beach, which handle 29% of all containerized international waterborne trade in the U.S.³⁷

According to a joint report by Next Street and Common Future, about 50% of small businesses are "micro businesses" with 1-4 employees in the county.38 Yet, the report notes that the county's racial and ethnic diversity is not reflected in business ownership: "Black and Latino(a) residents make up 8% and 49% of the population, respectively, they only own 2% and 11% of all employer small businesses."39 The report describes how business owners of color faced disproportionate challenges keeping their businesses open during the pandemic and identifies obstacles impeding success, such as access to capital, including an absence of traditional lenders in local communities of color. Importantly, minority-owned businesses in Los Angeles County overwhelmingly employ minority workers and tend to hire within their own ethnic group. 40 Los Angeles County community colleges are best equipped to expand and support minority- and women-owned small businesses which will increase local economic outputs and support the region's workforce development measures.



³⁵Pathways for Economic Resiliency: Los Angeles County 2021-2026," County of Los Angeles and Los Angeles County Economic Development Corporation (LAEDC), February 2021, https://wdacs.lacounty.gov/wp-content/uploads/2021/02/Pathways-for-Economic-Resiliency-Executive-Summary-copy.pdf

³⁷"Facts and Figures," The Port of Los Angeles, 2023, https://www.portoflosangeles.org/business/statistics/facts-and-figures.

³⁸ Los Angeles County Small Business Ecosystem Assessment: Building a More Inclusive, Resilient Los Angeles County," Next Street and Common Future, Fall 2020, https://cameonetwork.org/wp-content/uploads/2021/03/Los-Angeles-County-Report-1.pdf.

⁴⁰https://www.latimes.com/archives/la-xpm-1999-sep-18-fi-11575-story.html



Exhibit 14 summarizes the key metrics and ranking among all 12 CCCCO sectors that contributed to selecting Business and Entrepreneurship as one of our region's priority and emerging sectors. While Exhibits 14, 15, and 16 provide details solely on indicators for this sector, LARC has designated this the "Business and Entrepreneurship/Global Trade" sector.

Exhibit 14. Business and Entrepreneurship sector by the numbers

METRIC	VALUE	RANKING AMONG 12 CCCCO SECTORS
2021-2022 SWP Student Enrollments	50,370	2
2021-2022 SWP Students Earning Awards	5,607	1
2022 Jobs	1,223,187	1
Avg. Annual Middle-Skill Job Openings, 2022 to 2027	100,336	2
Avg. Median Annual Earnings for Middle-Skill Jobs, 2022	\$61,300	6

MOST IN-DEMAND

The table below displays occupations aligned with business and entrepreneurship pathways with the greatest number of annual job openings. With each occupation in this list having approximately 5,000 annual job openings, these represent areas with ample employment opportunities in the region.

Exhibit 15. Occupations aligned with community college education with the greatest number of projected annual job openings

OCCUPATION	ANNUAL OPENINGS
Office Clerks, General	10,218
Customer Service Representatives	8,285
General and Operations Managers	7,671
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	6,687
Bookkeeping, Accounting, and Auditing Clerks	6,524
First-Line Supervisors of Office and Administrative Support Workers	4,982

HIGHEST PAID

The business and entrepreneurship occupations in the table below are those with the highest median hourly wages in the region. With each hovering right around \$50 per hour, this list represents employment opportunities that will provide above a living wage for students exiting training programs in this sector.

Exhibit 16. Occupations aligned with community college education with the highest median hourly earnings

OCCUPATION	MEDIAN HOURLY WAGE
General and Operations Managers	\$54.47
Administrative Services Managers	\$51.80
Industrial Production Managers	\$51.44
Managers, All Other	\$50.55
Agents and Business Managers of Artists, Performers, and Athletes	\$50.06
Facilities Managers	\$49.22







ENERGY, CONSTRUCTION, AND UTILITIES

BEING AFFECTED BY A NUMBER OF TRENDS IN THE REGION. Recent laws passed by the California Legislature facilitate approvals for accessory dwelling units (ADUs), duplexes, and lot splits in single-family zones. 41 According to the UCLA Anderson "Los Angeles County Quarterly Forecast," there has been "continued elevation in multi-unit and single-unit construction projects in L.A." and this robust building activity is due to several

factors, including the popularity of ADUs and the passage of SB9 and SB10.42

IHE ENERGY, CONSTRUCTION, AND UTILITIES SECTOR IS

The county's "Downtown Los Angeles Community Plan Update" may also impact the construction sector.⁴³ The proposed plan along with the city's recently adopted "Housing Element" identify the goal of transforming the downtown space and increasing housing production within the area encompassed by the plan.44 The proposed plan includes the addition of 100,000 new housing units



through 2040.45 Regarding energy use and utilities, 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. The demand for electric vehicles is affecting not only the advanced transportation sector but also the construction sector, since the adoption of these new vehicles is not sustainable without investment in supporting infrastructure. 46

As of summer 2023, there were nine separate state legislation bills that were active and that had the potential to impact electric vehicle infrastructure in California.⁴⁷ This combined with Los Angeles County's attention toward expanding electric vehicle infrastructure is expected to fuel the need for electricians in the region. AB 841, in particular, may increase certification demand due to a requirement that electricians complete the Electric Vehicle Infrastructure Training Program (EVITP). Furthermore, the county is requiring electric charging infrastructure for new construction, as demonstrated by the \$350 million skyscraper in downtown Los Angeles which has 90 charging stations, mandated by the city's planning commission.48 In addition to requirements for new construction, commercial properties, including Walgreens and Subway, are installing EV charging stations to attract customers, and Tesla has plans to build a diner and movie theater with charging infrastructure in West Hollywood. 49 As the Los Angeles Times reports, while charging units once were considered an amenity, they are becoming "a necessity," and apartment complexes and office parks are adding EV charging stations to their parking areas in the region.⁵⁰



⁴²"Los Angeles County Quarterly Forecast," UCLA Anderson Forecast, UCLA Anderson School of Management, July 2023.

^{43&}quot;Fact Sheet: Downtown Community Plan Inclusionary Housing Update," Los Angeles City Planning, Summer 2022, https://planning.lacity.org/odocument/dda8916c-927e-4f83-ad85-e09e4e1dc0e9/Fact_Sheet1.pdf.

⁴⁴ Jon Regardie, "Growth Plan Will Transform DTLA," Los Angeles Magazine, May 9, 2023, https://lamag.com/news-and-politics/growth-plan-will-transformdtla#:-itext=DTLA%202040%2C%20meanwhile%2C%20prepares%20for,185%2C000%20affordable%20residences%2C%20by%202029

^{45&}quot;Fact Sheet: Downtown Community Plan Inclusionary Housing Update," Los Angeles City Planning, Summer 2022, https://planning.lacity.org/odocument/dda8916c-927e-4f83-ad85-e09e4e1dc0e9/Fact_Sheet1.pdf.

⁴⁶Russ Mitchell, "The electric-vehicle industry is thriving in Southern California, report says," Los Angeles Times, March 3, 2020, https://www.latimes.com/business/ story/2020-03-03/southern-california-ev-jobs.

⁴⁷Moe Khatib, "It's an EV Summer: Legislative Roundup," Atlas EV Hub, July 24, 2023, https://www.atlasevhub.com/weekly-digest/its-an-ev-summer-legislativeroundup/#:~:text=Bill%20relates%20to%20universal%20connectors,2030%20to%208%20million%20ZEVs.

⁴⁸Roger Vincent, "The race is on for more EV charging stations at stores, offices and apartments," Los Angeles Times, September 25, 2023, https://www.latimes.com/ california/story/2023-09-25/ev-charging-stations-businesses-landlords-race-to-install?_gl=1*11qtup2*_gcl_au*MTg1NjkxMDc5Mi4xNjk2MzUyNjAy. 49Ibid.

⁵⁰lbid.



Additionally, Exhibit 17 summarizes the key metrics and ranking among all 12 CCCCO sectors that contributed to selecting Energy, Construction, and Utilities as one of our region's priority sectors.

Exhibit 17. Energy, Construction, and Utilities sector by the numbers

METRIC	VALUE	RANKING AMONG 12 CCCCO SECTORS
2021-2022 SWP Student Enrollments	12,655	6
2021-2022 SWP Students Earning Awards	935	6
2022 Jobs	289,560	7
Avg. Annual Middle-Skill Job Openings, 2022 to 2027	19,872	7
Avg. Median Annual Earnings for Middle-Skill Jobs, 2022	\$69,400	3

MOST IN-DEMAND

The table below shows the occupations within the energy, construction, and utilities sector that have the highest number of projected annual job openings. Most of the occupations in this list are critical to construction projects both large and small.

Exhibit 18. Occupations aligned with community college education with the greatest number of projected annual job openings

OCCUPATION	ANNUAL OPENINGS
Maintenance and Repair Workers, General	4,115
Carpenters	2,966
Electricians	1,853
First-Line Supervisors of Construction Trades and Extraction Workers	1,571
Construction Managers	1,410
Plumbers, Pipefitters, and Steamfitters	1,107

HIGHEST PAID

The occupations in the table below are those that pay the highest median hourly wages within the energy, construction, and utilities sector. While many good-paying employment opportunities exist in this sector, this list represents those jobs that pay the most on average.

Exhibit 19. Occupations aligned with community college education with the highest median hourly earnings

OCCUPATION	MEDIAN HOURLY WAGE
Nuclear Power Reactor Operators	\$58.97
Power Plant Operators	\$52.68
Commercial Divers	\$50.97
Gas Plant Operators	\$50.03
Electrical Power-Line Installers and Repairers	\$50.00
Power Distributors and Dispatchers	\$49.83





HEALTH

ITH MORE THAN 107,000 ANNUAL JOB **OPENINGS, THE HEALTH SECTOR LEADS THE OTHER PRIORITY SECTORS** in terms of the greatest number of annual job openings for occupations aligned with community college education that require some college, but less than a bachelor's degree. Workforce demand in the health sector is being driven by the increased medical needs of baby boomers, who account for a sizable share of the region's population. California's population of individuals over age 60 is expected to grow more than three times as fast as the total population, and Los Angeles County's population over age 60 is projected to increase by 171% between 2010 and 2060, a rate higher than the state. 51



Moreover, ensuring that the future health workforce reflects and represents Los Angeles' diverse population will improve access to care, improve health outcomes, and reduce health disparities.52

According to an LAEDC quarterly briefing in September 2023, health care and social assistance leads all other industries in exceeding prepandemic employment levels since May 2023.53 LAEDC also reports that the health care and social assistance industry sector ranked second out of the top five industry sectors with the most job postings between July and August. The health care and social assistance industry added approximately 81,800 payroll jobs between July 2019 and July 2023, and totaled nearly 32,700 job postings recently, which may be an indication of high labor market activity related to health care compared to the rest of the economy.⁵⁴

While home health and personal care aides account for the largest number of job openings aligned with community college education, totaling more than more than 66,100 projected annual openings, this occupation is generally one of the lowest-paid occupations in the sector, raising concerns about whether it poses a positive career trajectory that will advance the standard of living of students who currently face economic hardship. LARC will develop strategies that mitigate this risk, evaluate outcomes, and adjust programs and wraparound services, appropriately.

The registered nurse occupation remains in high demand, with more than 6,700 annual job openings projected in the county. 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 pandemic increased attrition in this occupation, and research by McKinsey & Company found that 29% of surveyed RNs in the United States indicated they were likely to leave their current role in direct patient care, with many noting the intention to leave the workforce entirely.55

⁵⁵Gretchen Berlin, Meredith Lapointe, Mhoire Murphy, and Joanna Wexler, "Assessing the lingering impact of COVID-19 on the nursing workforce," McKinsey & Company, May 11, 2022, https://www.mckinsey.com/industries/healthcare/our-insights/assessing-the-lingering-impact-of-covid-19-on-the-nursing-workforce.



^{51&}quot;Facts About California's Elderly: Percentage Increase of the Elderly Population: 2010-2060," California Department of Aging, 2023, https://aging.ca.gov/Data_and_ Reports/Facts_About_California's_Elderly/.

⁵² https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7387183/

^{53&}quot;Quarterly Economic Briefing Webinar: September 11, 2023," YouTube, uploaded by LAEDC, September 11, 2023, https://www.youtube.com/watch?v=Zltg3gks-10&t=1s.



Exhibit 20 summarizes the key metrics and ranking among all 12 CCCCO sectors that contributed to selecting the Health sector as one of our region's priority and emerging sectors.

Exhibit 20. Health sector by the numbers

METRIC	VALUE	RANKING AMONG 12 CCCCO SECTORS
2021-2022 SWP Student Enrollments	30,555	3
2021-2022 SWP Students Earning Awards	2,772	2
2022 Jobs	771,667	2
Avg. Annual Middle-Skill Job Openings, 2022 to 2027	107,010	1
Avg. Median Annual Earnings for Middle-Skill Jobs, 2022	\$64,700	5

MOST IN-DEMAND

The occupations listed in the table below are aligned with community college training programs in the health field with the most annual job openings in the region.

Exhibit 21. Occupations aligned with community college education with the greatest number of projected annual job openings

OCCUPATION	ANNUAL OPENINGS
Home Health and Personal Care Aides	66,172
Registered Nurses	6,720
Nursing Assistants	6,186
Medical Assistants	4,603
Medical Secretaries and Administrative Assistants	3,697
Social and Human Service Assistants	2,727

HIGHEST PAID

The health occupations in the table below are those that pay the highest median hourly wages in the region. It is worth noting that registered nurses appear on both lists, meaning it is a job with numerous employment opportunities that pay a good wage.

Exhibit 22. Occupations aligned with community college education with the highest median hourly earnings

OCCUPATION	MEDIAN HOURLY WAGE
Medical Dosimetrists	\$85.02
Nuclear Medicine Technologists	\$62.57
Radiation Therapists	\$62.34
Registered Nurses	\$62.28
Magnetic Resonance Imaging Technologists	\$51.11
Dental Hygienists	\$51.00







ICT/DIGITAL MEDIA

OS ANGELES COUNTY IS CHARACTERIZED BY A DYNAMIC CREATIVE AND TECH CULTURE,

whose hubs include Silicon Beach (in the Westside region of the Los Angeles metropolitan area), Burbank, Culver City, and Hollywood. Occupations within this sector include entrepreneurial professionals, gig workers, and freelancers, occupations which represent a convergence between the technology, gaming, and entertainment industries and the cross-pollination of their ecosystems.

The pandemic transformed how work is conducted as companies implemented new protocols, adjusted workplace operational practices, and digitized many operations. Many of the occupations within the ICT/digital media sector are aligned



with remote work, and some saw increased hiring as a result of the pandemic, although film and television industry employment declined due to suspended production. According to UCLA's Anderson School of Management's July 2023 economic forecast for the county, LA's information sector share, which is heavily dependent upon entertainment production, has fully recovered.56 However, with the rise of artificial intelligence (AI), additional changes are on the horizon, particularly for occupations that fall within the creative economy, those that involve writing, content creation, marketing, and design, as well as tech jobs, such as software developers, web developers, computer programmers, coders, and data scientists.57

As mentioned earlier, this sector also has crossover with the entertainment and digital media sector, including the movie and film industry, which is an important driver of the larger Los Angeles economy. Nearly 200,000 workers are employed by the film and television industry, which directly accounts for roughly 10% of Los Angeles County's GCP (gross county product), according to LAEDC analysis.58 The recent strike in Hollywood, one of the longest in the industry's history, highlighted concerns that AI will replace the work of film and television writers.59



⁵⁶"Los Angeles County Quarterly Forecast," UCLA Anderson Forecast, UCLA Anderson School of Management, July 2023.

⁵⁷Aaron Mok and Jacob Zinkula, "ChatGPT may be coming for our jobs. Here are the 10 roles that AI is most likely to replace," Business Insider, September 4, 2023, https://www.businessinsider.com/chatgpt-jobs-at-risk-replacement-artificial-intelligence-ai-labor-trends-2023-02#media-jobs-advertising-content-creationtechnical-writing-journalism-2.

^{58#}Quarterly Economic Briefing Webinar: September 11, 2023," YouTube, uploaded by LAEDC, September 11, 2023, https://www.youtube.com/watch?v=Zltg3gks-

⁹Lisa Richwine, "Hollywood writers union ratifies three-year labor contract after strike," Reuters, October 9, 2023, https://www.reuters.com/business/mediatelecom/hollywood-writers-union-ratifies-three-year-labor-contract-after-strike-2023-10-09/.



Exhibit 23 summarizes the key metrics and ranking among all 12 CCCCO sectors that contributed to selecting ICT/ Digital Media as one of our region's priority sectors.

Exhibit 23. ICT/digital media sector by the numbers

METRIC	VALUE	RANKING AMONG 12 CCCCO SECTORS
2021-2022 SWP Student Enrollments	51,543	1
2021-2022 SWP Students Earning Awards	1,961	5
2022 Jobs	327,928	6
Avg. Annual Middle-Skill Job Openings, 2022 to 2027	23,252	4
Avg. Median Annual Earnings for Middle-Skill Jobs, 2022	\$74,500	2

MOST IN-DEMAND

The table below displays occupations aligned with community college ICT/digital media programs with the most annual job openings. This list represents the areas with the most employment opportunities for students exiting related programs.

Exhibit 24. Occupations aligned with community college education with the greatest number of projected annual job openings

OCCUPATION	ANNUAL OPENINGS
Producers and Directors	4,933
Special Effects Artists and Animators	2,029
Graphic Designers	1,594
Computer User Support Specialists	1,486
Film and Video Editors	1,464
Broadcast Technicians	1,440

HIGHEST PAID

The ICT/digital media occupations in the table below have the highest median hourly wages in the region.

Exhibit 25. Occupations aligned with community college education with the highest median hourly earnings

OCCUPATION	MEDIAN HOURLY WAGE
Broadcast Announcers and Radio Disc Jockeys	\$66.42
Special Effects Artists and Animators	\$59.23
Computer Network Architects	\$58.16
Producers and Directors	\$50.59
Broadcast Technicians	\$48.88
Network and Computer Systems Administrators	\$47.40





LIFE SCIENCES/BIOTECH

IHE LIFE SCIENCES/BIOTECH SECTOR IS ONE OF THE SMALLEST CCCCO SECTORS IN THE **COUNTY IN TERMS OF EMPLOYMENT SIZE,**

with only 9,860 jobs in 2022, according to LA COE analysis. However, substantial crossover exists between the life sciences/biotech sector and advanced manufacturing sector, such as the manufacturing of plastic systems and composites for medical purposes, including the production of transfusion bags. According to LAEDC analysis, the bioscience sector accounts for 190,000 jobs and \$44.2 billion in economic activity in the county. 60 The county is home to three large research universities (UCLA, USC, and Caltech) which contribute to employment in the sector.



According to a 2023 Biocom economic impact report, Los Angeles area biotech firms directly employ 97,117 workers and account for \$17.8 billion in total labor income, and the Los Angeles region ranks second in the state, after the Bay Area, for greatest life science employment.⁶¹ The report notes that the region totaled 202,335 jobs in 2022, compared to 258,169 in the Bay Area. (For the purpose of the Biocom study, Los Angeles, San Bernardino, and Ventura counties are considered part of the Los Angeles region.) The report also notes that the region's strengths include medical diagnostic testing, which expanded to COVID-19 testing and genetic testing. 63 In Los Angeles County, the areas that account for the greatest employment in the sector include research and testing (35,378 jobs in 2022), biopharmaceuticals (16,626 jobs), medical devices and equipment (15,626 jobs), and biotechnology (11,859 jobs). 4 While an employer preference exists for workers who hold a bachelor's degree, there are occupations within this sector whose educational requirements are that of an associate degree. For example, opportunities in biomanufacturing, which offers jobs for processing and quality control technicians, have garnered attention from local community colleges.



^{60&}quot;Los Angeles County Bioscience," Los Angeles County Economic Development, accessed October 10, 2023, https://economicdevelopment.lacounty.gov/bioscience/. 61"2023 Life Science Economic Impact Report," Biocom California, 2023, https://www2.biocom.org/2023_Biocom_California_Economic_Impact_Report_Data_Book. ⁶²Ibid.

⁶³lbid.

⁶⁴lbid.



Additionally, Exhibit 26 summarizes the key metrics and ranking among all 12 CCCCO sectors that contributed to selecting Life Sciences/Biotech as one of our region's priority sectors.

Exhibit 26. Life Sciences/Biotech sector by the numbers

METRIC	VALUE	RANKING AMONG 12 CCCCO SECTORS
2021-2022 SWP Student Enrollments	268	12
2021-2022 SWP Students Earning Awards	83	11
2022 Jobs	9,860	11
Avg. Annual Middle-Skill Job Openings, 2022 to 2027	567	11
Avg. Median Annual Earnings for Middle-Skill Jobs, 2022	\$57,800	7

MOST IN-DEMAND

The table below displays occupations within the life sciences/biotech sector with the most annual job openings in the region.

Exhibit 27. Occupations requiring a bachelor's degree with the greatest number of projected annual job openings⁵⁵

OCCUPATION	ANNUAL OPENINGS
Biological Scientists, All Other	168
Biological Technicians	166
Bioengineers and Biomedical Engineers	33

HIGHEST PAID

The occupations in the table below are examples of higher-paying jobs within the life sciences/biotech sector.

Exhibit 28. Occupations requiring a bachelor's degree with the highest median hourly earnings

OCCUPATION	MEDIAN HOURLY WAGE
Biological Scientists, All Other	\$47.50
Bioengineers and Biomedical Engineers	\$47.20
Biological Technicians	\$28.36



²⁵The majority of middle-skill occupations related to biotech have been assigned to other sectors, particularly advanced manufacturing. Research and development in biotech is typically conducted by higher-skilled positions, such as microbiologists, biological scientists, and others. There are technician-level employment opportunities for biological technicians, but a bachelor's degree is typically preferred. Mira Costa and Solano community colleges currently offer bachelor's degree programs (BDP) to train for these positions. Mt. SAC offers a Histotechnology BDP geared toward medical research.





RETAIL, HOSPITALITY, AND TOURISM

IHE RETAIL, HOSPITALITY, AND TOURISM SECTOR WAS SEVERELY IMPACTED DURING THE PANDEMIC and accounted for some of the highest rates of job loss in the Los Angeles County economy. According to the recent forecast by UCLA Anderson School of Management, which also reports on the current state of the county's economy, most of the industries that comprise this sector have recovered.66 However, as noted by both UCLA Anderson and LAEDC, the accommodation sector at-large has never fully recovered and is still short of prepandemic employment levels.⁶⁷ LAEDC noted in its September 2023 quarterly economic briefing that during the period of July 2019 and July 2023, three industries related to retail, hospitality, and tourism have in fact grown beyond their prepandemic employment levels:



- Food services and drinking places, which has added approximately 6,600 payroll jobs
- Arts, entertainment, and recreation, which has added approximately 6,400 payroll jobs
- Retail trade, which added approximately 5,200 payroll jobs 8

The list of Los Angeles County's tourist destinations is long and includes, to name a few, Hollywood Bowl, Universal Studios, the Santa Monica Pier, the Getty, Walt Disney Concert Hall, and SoFi Stadium. The region's major sports teams generate tourism revenue as do the county's many concerts and events, and Los Angeles is expected to have an influx of tourists in 2026 and 2028 when it hosts the World Cup and Olympic Games, respectively. UCLA Anderson's recent forecast notes that "LAX air passenger traffic is a direct indicator of the L.A. tourism economy" and that in the beginning of 2023, LAX air passenger traffic reached 83% of its prepandemic peak.



^{67&}quot;Quarterly Economic Briefing Webinar: September 11, 2023," YouTube, uploaded by LAEDC, September 11, 2023, https://www.youtube.com/watch?v=Zltg3gks-

^{68&}quot;Quarterly Economic Briefing Webinar: September 11, 2023," YouTube, uploaded by LAEDC, September 11, 2023, https://www.youtube.com/watch?v=Zltg3gks-





Given these data and its regional significance, Exhibit 28 summarizes the additional key metrics and ranking among all 12 CCCCO sectors that contributed to selecting Retail, Hospitality, and Tourism as one of our region's priority and emerging sectors.

Exhibit 29. Retail, Hospitality, and Tourism sector by the numbers

METRIC	VALUE	RANKING AMONG 12 CCCCO SECTORS
2021-2022 SWP Student Enrollments	8,310	7
2021-2022 SWP Students Earning Awards	584	9
2022 Jobs	618,864	3
Avg. Annual Middle-Skill Job Openings, 2022 to 2027	22,700	5
Avg. Median Annual Earnings for Middle-Skill Jobs, 2022	\$56,600	8

MOST IN-DEMAND

The table below displays occupations with most annual openings that are typically found working in the retail, hospitality, and tourism sector. The community colleges in the Los Angeles Basin offer a wide variety of training programs that provide the knowledge and skills required in these roles.

Exhibit 30. Occupations aligned with community college education with the greatest number of projected annual job openings

OCCUPATION	ANNUAL OPENINGS
First-Line Supervisors of Food Preparation and Serving Workers	7,185
First-Line Supervisors of Retail Sales Workers	4,309
Recreation Workers	2,806
Food Service Managers	1,865
Flight Attendants	1,518
Chefs and Head Cooks	967

HIGHEST PAID

The occupations in the table below are those that typically pay the highest median hourly wages within the retail, hospitality, and tourism sector in the region. All of these are jobs that pay above the living wage standard.

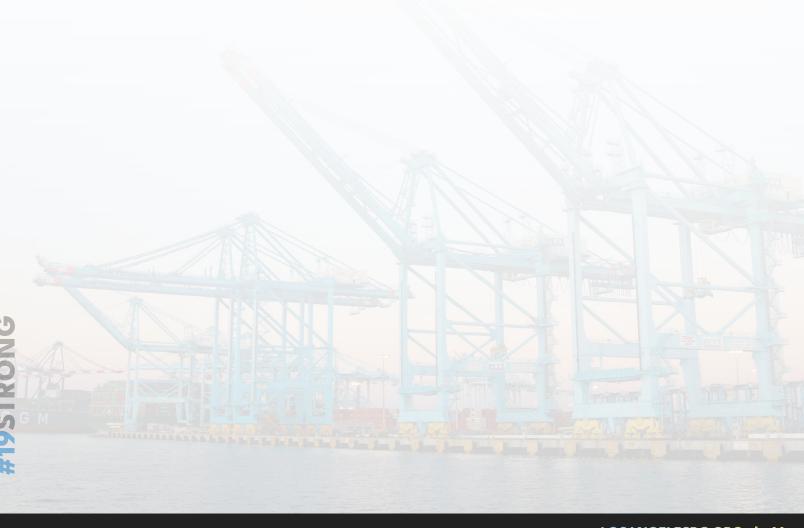
Exhibit 31. Occupations aligned with community college education with the highest median hourly earnings

OCCUPATION	MEDIAN HOURLY WAGE
Gambling Managers	\$49.51
Fashion Designers	\$38.33
Interior Designers	\$34.38
Flight Attendants	\$32.95
Entertainment and Recreation Managers, Except Gambling	\$31.08
Chefs and Head Cooks	\$30.54





Overall, the region is committed to providing learners a competitive advantage with both skills and knowledge with as long of a shelf life as possible. Thus, we shall continue to rely on valid labor market data via our Center of Excellence and feedback from our Industry partners in making future program decisions and resource allocations. Nimble, dataguided, and mission-driven, we shall collectively be aware of, and sensitive to, changing demands in the workforce due to technology (automation, AI, etc.), shifts in demography, emerging industries, and changing skill demands in the regional workforce.



F. MEASURING STUDENT SUCCESS OUTCOMES

N EVALUATING ITS WORK, LARC AND ITS MEMBER **COLLEGES UTILIZE THE FOLLOWING VISION 2030 OUTCOMES AND METRICS.**

Bolded text reflects those to which CTE contributes most significantly.



Equity in Success

- Increase completion of a degree or certificate at a community college with equity.
- Baccalaureate attainment: Increase in baccalaureate attainment with equity.
 - Increase transfer.
 - ii. Increase community college bachelor's degree attainment.
- 3. Workforce: Earning a living wage metric.



Equity in Access

 Increase with equity, participation/enrollments for dual enrollment, justice-involved individuals, veterans, working adults, low-income adults.



Equity in Support

- 1. Increase the number of Pell grant recipients and California College Promise Grant recipients.
- Reduce units to Associate Degree for Transfer completion.

LARC evaluates student enrollment data, student outcomes, success, and equity through LaunchBoard, which is supported by the California Community Colleges Chancellor's Office and hosted by Cal-PASS Plus, to strengthen career education programs 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 has steadily decreased since 2018 and saw its largest decline between 2020 and 2021, which is consistent with state and national enrollment data. Total enrollment for LA community colleges from 2020 to 2021 declined by 14.3%. For the academic year 2022, enrollment was 400,558,70 a decline of approximately 6.2% from the previous year. While it is too soon to say, the smaller decline could indicate a potential return to prepandemic enrollment numbers.

STUDENT OUTCOMES, SUCCESS, AND EQUITY

The California Community Colleges' LaunchBoard data system provides information at the statewide, regional, and district/college level needed to understand and evaluate student outcomes, success, and equity in our programs aligning with the Vision for Success and Vision 2030 goals. In this section we will look at the various outcome metrics and the equity gaps within them to determine a baseline to guide our work.

STRONG WORKFORCE PROGRAM STUDENT SUCCESS AND EOUITY

LaunchBoard 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. Following the enrollment trends, the LARC 19 colleges had 193,755 SWP students? in 2022. Per Exhibit 31, this is a 7.5% decline from 2021.

Exhibit 32. LARC 19 All Strong Workforce Program Students

ACADEMIC YEAR	SWP STUDENTS	% CHANGE
2018-19	232,780	-
2019-20	235,638	1.23%
2020-21	209,464	-11.11%
2021-22	193,755	-7.50%

Source: CCCCO LaunchBoard Strong Workforce Program; Los Angeles Microregion

⁷⁰Enrollment defined by the LaunchBoard Student Success Metrics include all students who had an enrollment as a non-special admit student in at least one term of the selected year.

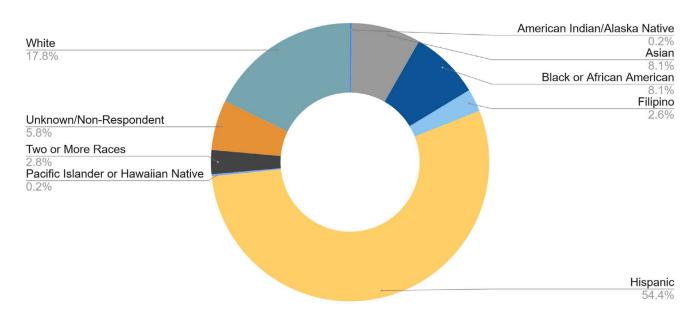
⁷¹LaunchBoard Strong Workforce Students Definition: All students who took at least 0.5 units in any single credit course or who had at least 12 positive attendance hours in any noncredit course(s) in the selected year or who enrolled in noncredit course(s) in Spring 2020 or any term in academic year 2020-21 or in 2021-22 and who enrolled on a TOP code that is assigned to a vocational industry sector in the selected year.



In 2022, 54.4% of the 193,007 SWP students enrolled in the LARC 19 colleges were Hispanic, 17.8% were White, and 8% were Asian.

Exhibit 33

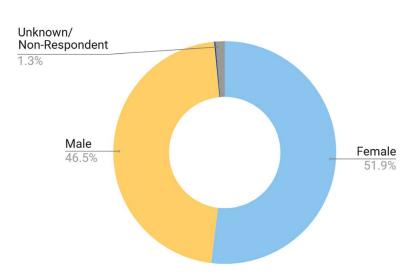




As indicated below, female students regionally made up 52% of SWP students.

Exhibit 34

2022 SWP STUDENTS BY GENDER





Strong Workforce Program students in the Los Angeles region are largely enrolled in Business and Entrepreneurship (22.4%), ICT - Digital Media (22.9%), and Health (13.6%). While LARC has selected eight priority sectors, there are a number of factors students consider when making career choices in college and, currently, a quarter of LA SWP students are enrolled in sectors outside of the top eight priority sectors.

Exhibit 35. 2022 Strong Workforce Program Students by Priority Sector

SECTOR	COUNT	% OF ALL SWP STUDENTS
Advanced Manufacturing	7,626	3.4%
Advanced Transportation and Logistics	4,858	2.2%
Business and Entrepreneurship	50,370	22.4%
Energy, Construction, and Utilities	12,655	5.6%
Global Trade	1,051	0.5%
Health	30,555	13.6%
Information and Communication Technologies - Digital Media	51,543	22.9%
Life Sciences - Biotechnology	268	0.1%
Retail, Hospitality, and Tourism	8,310	3.7%
Other Sectors	57,874	25.7%

Source: CCCCO LaunchBoard Strong Workforce Program; Los Angeles Microregion

⁷²CCCCO LaunchBoard Student Success Metrics SM 6195x data element: "Students who have earned multiple Chancellor's Office Approved Certificates or The Vision for Success Goal definition of completion does not align to the Student Centered Funding Formula Definition of Completion for the following reason: For CO approved certificates, SCFF does not include SP02 = B or M. However, the Vision Goals do include SP02 = B and M."



SUCCESS AND COMPLETION

One of the 2017 CCCCO Vision Goals stated that over five years (2017-2022) the number of California's community college students who acquire associate degrees, credentials, certificates, or specific skill sets that prepared them for an in-demand job shall increase by at least 20% annually. The new Vision 2030 builds on the Vision Goals by increasing completion of a degree or certificate at a community college with equity.

Between academic years 2017 and 2022, we see in Exhibit 35 that the number of LARC 19 college students who attained the Vision Goal definition of completion⁷² increased by 14.28%.

Exhibit 36. 2018 to 2022 LARC 19 Students who Attained the Vision Goal Definition of Completion

YEAR	# STUDENTS	FIVE-YEAR DIFFERENCE			
2017-18	28,632	14.28%			
2018-19	31,187				
2019-20	32,487				
2020-21	34,401				
2021-22	32,720				

Source: CCCCO LaunchBoard Student Success Metrics; Los Angeles Microregion

SWP students who have earned a degree or certificate or attained apprenticeship journey status⁷³ have also steadily increased year by year. Over the last five years between 2017 and 2022, the number of students who earned a degree or certificate or attained apprenticeship journey status increased by 18.11%.

Exhibit 37. SWP Students Who Earned a Degree or Certificate or Attained Apprenticeship Journey Status

ACADEMIC YEAR	#	%	FIVE-YEAR DIFFERENCE
2017-18	15,280	6.54%	18.11%
2018-19	31,187	7.02%	
2019-20	32,487	7.33%	
2020-21	34,401	8.51%	
2021-22	32,720	9.31%	

Source: CCCCO LaunchBoard Strong Workforce Program; Los Angeles Microregion

⁷³CCCCO LaunchBoard Strong Workforce Program Students SW 632 data element



While 9% of SWP students earned a degree or certificate or attained apprenticeship journey status, 7% of Black or African American and 7% of Pacific Islander students achieved this outcome, slightly below the overall percentage. Asian, Filipino, Latino students outperformed the overall percentage for this outcome.

Exhibit 38. 2022 SWP Students Who Earned a Degree or Certificate or Attained Apprenticeship Journey Status

RACE/ETHNICITY	# STUDENTS	%
American Indian/Alaska Native	31	8%
Asian	1,943	12%
Black or African American	1,094	7%
Filipino	563	11%
Hispanic	10,301	10%
Multiple Values Reported	0	N/A
Pacific Islander or Hawaiian Native	32	7%
Two or More Races	448	8%
Unknown/Non-Respondent	684	6%
White	2,888	8%
Overall	17,984	9%

Source: CCCCO LaunchBoard Strong Workforce Program; Los Angeles Microregion

Vision 2030 reaffirms the goals of the Vision for Success goals by increasing completion of a degree or certificate at a community college with equity. The data above shows we have made significant progress in this metric. LARC remains committed to increasing completion outcomes and working towards closing equity gaps.

With respect to apprenticeships, LARC is closely monitoring the progress of the Chancellor's Office's new Apprenticeship Demonstration Project, which intends to create a roadmap for all colleges to convert existing, new, and innovative apprenticeship experiences, including related supplemental instruction and prior-on-the-job training, into college credit.74

⁷⁴https://www.cccco.edu/About-Us/News-and-Media/Press-Releases/2023-ccc-expanding-access-to-college-credit



SWP STUDENT EARNINGS

The living wage for a single adult for Los Angeles County is \$38,217.75 According to the LaunchBoard Student Success Metrics, all LARC 19 students who exited the community college in 2021 had an annual median earning of \$36,456, slightly below the county living wage. Per Exhibit 41 below, LARC 19 Strong Workforce Program students who exited community college in 2021 had annual median earnings of \$38,544,76 which is higher than the median earnings of the overall student, and about the same as that of the county living wage. This indicates that LARC SWP graduates are attaining economic viability. However, there are notable equity gaps. For example, American Indian/Alaska Native, Black or African American, Latino and SWP students with two or more races all had median earnings below the county standard. Asian and White SWP student median earnings are far above that of the county standard.

Understanding equity gaps in student outcomes in addition to learning from past experiences on culturally competent messages that have successfully engaged prospective students will ensure we achieve equitable outcomes.

Exhibit 39. 2021 Median Annual Earnings for SWP Exiting Students

RACE/ETHNICITY	MEDIAN ANNUAL EARNINGS
American Indian/Alaska Native	\$36,756
Asian	\$46,984
Black or African American	\$34,660
Filipino	\$40,452
Hispanic	\$37,576
Multiple Values Reported	N/A
Pacific Islander or Hawaiian Native	\$39,008
Two or More Races	\$36,192
Unknown/Non-Respondent	\$42,216
White	\$44,104
Overall	\$38,544

Source: CCCCO LaunchBoard Strong Workforce Program; Los Angeles Microregion

⁷⁵2021 living wage data is based on the cost of living for a single adult in the county in which each college's district office is located. More information can be found at the CCCCO LaunchBoard Technical Definition Dictionary.

⁷⁶CCCCO LaunchBoard Student Success Metrics.



Per Exhibit 40 below, the median annual earnings of female students in 2021 was below the county's livable wage at \$36,608 while the median annual earnings for male students was \$41,360. Overall, LARC college median annual earnings attainment was \$38,544.

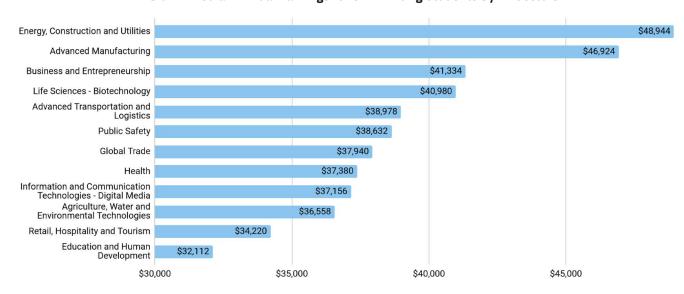
Exhibit 40. 2021 Median Annual Earnings for SWP Exiting Students by Gender

GENDER	MEDIAN ANNUAL EARNINGS
Female	\$36,608
Male	\$41,360
Non-Binary	\$41,206
Unknown/Non-Respondent	\$39,624
Overall	\$38,544

Source: CCCCO LaunchBoard Strong Workforce Program; Los Angeles Microregion

Exhibit 41 examines median annual earnings across all CCCCO identified sectors. SWP students in the Energy, Construction, and Utilities sector for 2021 have the highest median annual earnings compared to the rest of the sectors at \$48,944. The sector with the lowest median annual earnings for SWP students is the Education and Human Development sector at \$32,112.

Exhibit 41. Median Annual Earnings for SWP Exiting Students by All Sectors





EARNING EQUITY GAPS BY LARC PRIORITY SECTORS

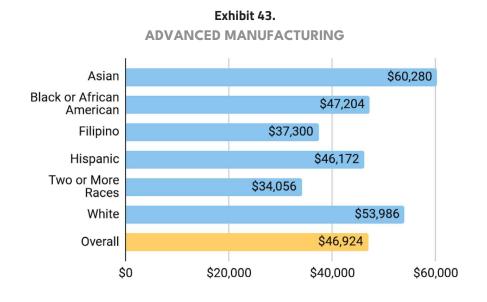
Below we examine equity gaps for median annual earnings by our eight **priority** sectors.

In Exhibit 41, median earnings for white students in the Energy, Construction and Utilities sector is \$59,842, more than \$10,000 higher than the overall earnings in this sector, while Black or African American students earn \$42,808, which is \$6,000 less than the overall median earnings for this sector.

ENERGY, CONSTRUCTION AND UTILITIES \$50,688 Asian Black or African \$42,808 American \$49,380 **Filipino** \$48,296 Hispanic Two or More \$47,398 Races White \$59,842 Overall \$48,944 \$0 \$60,000 \$20,000 \$40,000

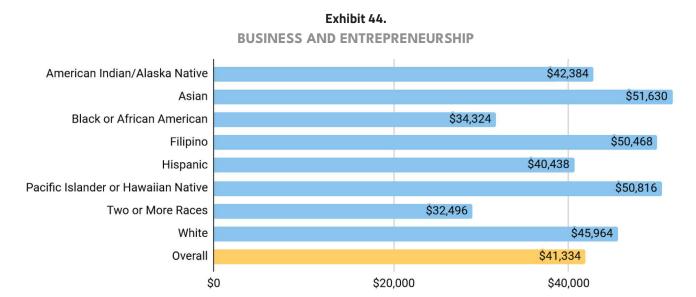
Exhibit 42.

The Advanced Manufacturing sector's overall median annual earnings is \$46,924. In Exhibit 43, Asian and white SWP students' median earnings far exceed the overall earnings in this sector, while Filipino, Latino, and multiracial students' earnings are lower than the overall median earnings of this sector.

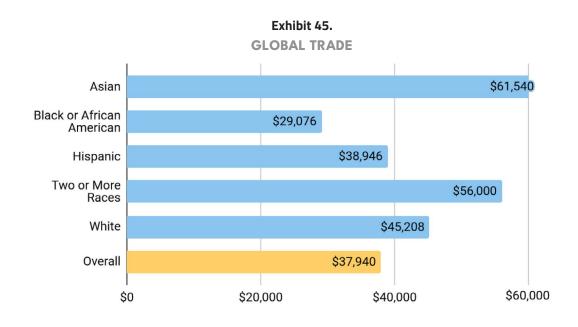




The Business and Entrepreneurship⁷⁷ sector's median earnings are \$41,334. Black/African American SWP students' (\$34,324) as well as multiracial students' (\$32,496) median earnings are far below the overall median earnings. Latino students' (\$40,438) median earnings are slightly below that of the overall median earnings.



Equity gaps in the Global Trade sector demonstrate there are significant disparities between Asian SWP students, who earn \$61,540, and their counterparts. For example, Black/African American SWP students in the Global Trade sector earn less than half (\$29,076) that of their Asian peers, a \$32,464 difference in median earnings.

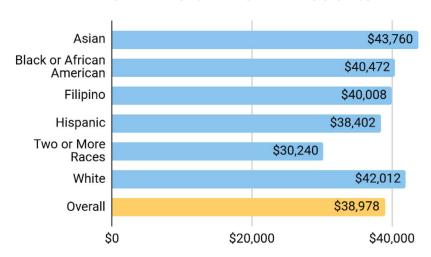


⁷⁷SWP metrics, Business and Entrepreneurship and Global Trade are treated as separate categories.

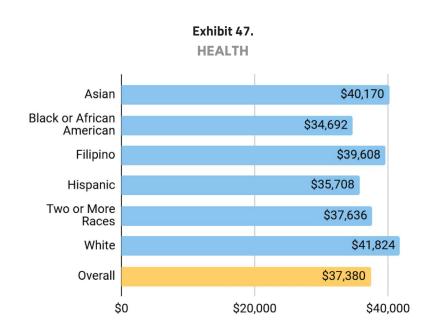


In Exhibit 46, we look at the Advanced Transportation and Logistics sector. While there are slight differences in median earnings across race, every single race/ethnicity group of SWP students from this sector achieve the county standard for living wage, with the exception of multiracial students (\$30,240). Despite this, Black/African American, Filipino and Latino students earn slightly less than their Asian and White counterparts.

Exhibit 46. ADVANCED TRANSPORTATION AND LOGISTICS



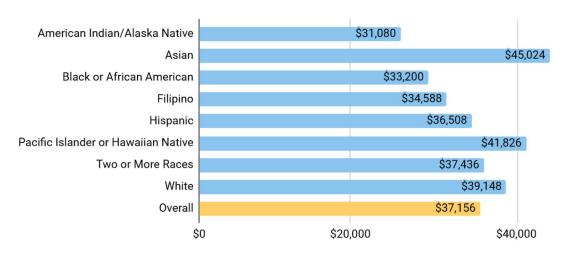
In Exhibit 47, we look at SWP students in the Health Sector. Black and African American and Latino SWP students both earn below that of the overall median earnings for the sector, whereas Asian, Filipino and White students earn above the overall median earnings for the sector.





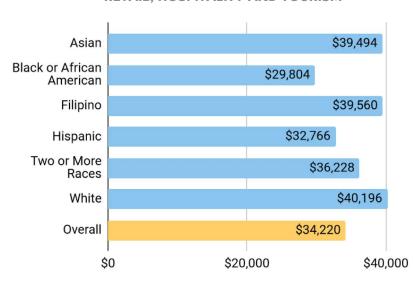
In Exhibit 48, we examine median earnings for the Information and Communications Technology - Digital Media sector. Asian SWP students far outperformed their counterparts. American Indian/Native Alaskan SWP students earn the lowest compared to other race/ethnicity groups, at \$31,080.

Exhibit 48. INFORMATION AND COMMUNICATION TECHNOLOGY - DIGITAL MEDIA



The Retail, Hospitality, and Tourism sector is the last of the priority sectors for LARC. Below in Exhibit 49, the equity gaps demonstrate that Black/African American (\$29,804) SWP students and Latino students earn far less than their White, Asian, and Filipino counterparts.

Exhibit 49. **RETAIL, HOSPITALITY AND TOURISM**



Examining equity gaps by sector demonstrates that they certainly exist across all our priority sectors. Our strategic direction for this strategic plan pledges to consciously and intentionally infuse diversity, equity, and inclusion in all strategies and activities. Keeping in mind these differences will guide our work towards attaining equitable outcomes for the coming years.



SWP STUDENTS ATTAINING THE LIVING WAGE

Across all priority sectors, the percentage of students who attained a living wage increased in 2021 compared to 2020, indicating a rebound from the effects of the global pandemic. The Advanced Manufacturing (61%) and Energy, Construction, and Utility (63%) sectors have the highest percentage of students who attained a living wage in 2021 compared to all other sectors.

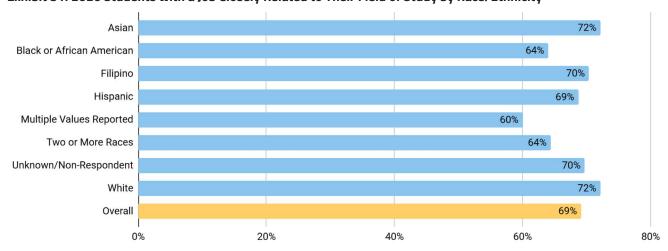
Exhibit 50. 2018 - 2021 SWP Exiting Students Who Attained a Living Wage by Priority Sector

SECTOR	2018	2019	2020	2021
Advanced Manufacturing	55%	59%	56%	61%
Advanced Transportation and Logistics	43%	45%	41%	51%
Business and Entrepreneurship	51%	51%	52%	54%
Energy, Construction, and Utilities	63%	63%	60%	63%
Global Trade	47%	51%	49%	50%
Health	42%	45%	44%	48%
Information and Communication Technologies - Digital Media	38%	41%	43%	48%
Life Sciences - Biotechnology	76%	50%	38%	50%
Retail, Hospitality, and Tourism	39%	40%	37%	43%

STUDENTS WITH JOBS CLOSELY RELATED TO THE FIELD OF STUDY

The Vision Goals and Vision 2030 emphasize the importance of improving the number of students who exit the community colleges being employed in their field of study, which in turn helps us determine the level of impact of the Strong Workforce Program. This information is measured through the CTE Outcomes Survey (CTEOS). While there was a steady, albeit slow, increase in the percent of students with jobs closely related to their field of study over time, there was a decline between 2019 and 2020 from 73% to 69% coinciding with the first year of the COVID-19 pandemic. Per Exhibit 50, the 2020 data shows equity gaps among Black/African American students (64%) and multiracial students (60%).

Exhibit 51. 2020 Students with a Job Closely Related to Their Field of Study by Race/Ethnicity





In reviewing the last four years of available data, most sectors saw a general trend upwards for SWP students who landed a job closely related to their field. However, in 2020, nearly all sectors saw a drop in students who landed a job in their field, with the exception of Global Trade.

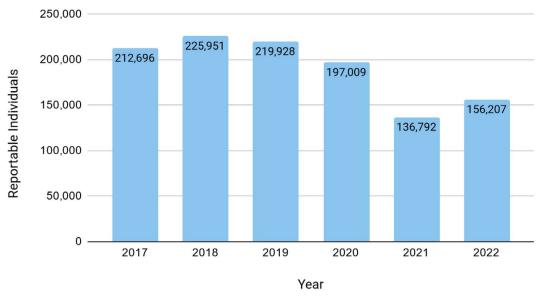
Exhibit 52. 2017 - 2020 SWP Students with a Job Closely Related to Their Field of Study by Priority Sector

SECTOR	2017	2018	2019	2020
Advanced Manufacturing	71%	77%	74%	64%
Advanced Transportation and Logistics	69%	75%	78%	64%
Business and Entrepreneurship	73%	69%	76%	74%
Energy, Construction, and Utilities	78%	76%	76%	72%
Global Trade	74%	68%	71%	89%
Health	79%	86%	80%	77%
Information and Communication Technologies - Digital Media	63%	62%	65%	61%
Life Sciences - Biotechnology		75%		43%
Retail, Hospitality, and Tourism	73%	67%	72%	67%

ADULT EDUCATION

Increasing participation of adult learners is a key priority of the Strong Workforce Program. In Exhibit 53, we look at enrollment for the past six years. There was a sizable dip between 2020 and 2021. However, in 2022 we saw a slight increase in adult learner participation. With Vision 2030 in mind, we are hopeful the number of adult learners within the Los Angeles region will continue to grow.

Exhibit 53. 2017 to 2022 Adult Education Pipeline



Source: CCCCO LaunchBoard Adult Education Pipeline; Los Angeles Microregion



In addressing equity gaps among adult learners, we look at race/ethnicity (Exhibit 54) and gender (Exhibit 55). There are notable differences between the adult learner population and the SWP student population. In Exhibit 54, we see that 64% of the LARC 19 colleges' adult learners were Latino, compared to 54% Latino LARC 19 SWP students (Exhibit 33). Meanwhile only 4% of adult learners are Black/African American whereas 8% of LARC 19 SWP students are Black/African American. Exhibit 59 indicates that 58% of adult learners were women, compared to 51% of SWP students. LARC 19 colleges are serving an adult learner population that is largely Latino and female, but is not serving as many Black/African American adult learners. This data tells us that there is room to expand equitable access to adult learners.

Exhibit 54. 2021-2022 Adult Education Pipeline by Race/Ethnicity

RACE/ETHNICITY	ADULT EDUCATION PARTICIPANTS
American Indian/Alaska Native	0.18%
Asian	10.98%
Black or African American	4.47%
Filipino	1.07%
Hispanic	64.29%
Multiple Values Reported	1.12%
Pacific Islander or Hawaiian Native	0.08%
Two or More Races	1.36%
Unknown/Non-Respondent	3.66%
White	12.79%

Source: CCCCO LaunchBoard Adult Education Pipeline; Los Angeles Microregion

Exhibit 55. 2021-2022 Adult Education Pipeline by Gender

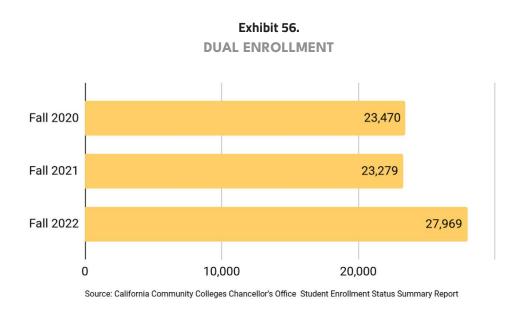
GENDER	ADULT EDUCATION PARTICIPANTS
Female	58.36%
Male	40.62%
Multiple Values Reported	0.04%
Non-Binary	0.05%
Unknown/Non-Respondent	0.94%

Source: CCCCO LaunchBoard Adult Education Pipeline; Los Angeles Microregion



DUAL ENROLLMENT

Strengthening early college credit, dual enrollment, and K14 CTE Pathways will continue to be a significant part of our work moving forward, particularly with the California Community Colleges Chancellor's call to enroll all 9th graders in a college class by 2025.78 Below is a snapshot of dual enrollment for the last three fall semesters. The data shows a significant increase in dual enrollment for the LARC schools between Fall 2021 and Fall 2022. We are hopeful that with our emphasis on early college credit we will see continued increases moving forward and achieve the Chancellor's call to action to have all 9th graders in a college class.



Increasing equitable participation in dual enrollment will be a big priority for LARC. As seen in Exhibits 56 and 57, we examine a baseline understanding of what dual-enrolled students we serve by both gender and race/ethnicity. Some important findings are that the female student dual enrollment makes up well over half of students served. We have seen a decline when comparing the last three fall semesters, but female students still make up a majority of students served. In Fall 2022, female students made up 56% of dual-enrolled services while male students made up 41%. The male dual enrollment has seen a slow but steady increase over time.

When examining the last three fall semesters for race and ethnicity, there has been very minimal change in distribution of students served year to year. However, African American students make up 5.6% of all dual-enrolled students served in Fall 2022, which is far lower than the proportion of African American Strong Workforce students served (8.1%). Understanding the composition of our dual-enrolled students will inform our work in addressing equitable access and participation.

⁷⁸ https://edsource.org/2023/enroll-every-9th-grader-in-a-college-course-says-californias-incoming-community-college-chancellor/691065



Exhibit 57. LARC School's Dual Enrollment by Gender - Fall 2020, 2021, 2022

GENDER	FALL 2020	FALL 2021	FALL 2022
Female	61.64%	57.89%	56.09%
Male	37.36%	40.07%	40.85%
Non-Binary	0.12%	0.67%	0.81%
Unknown	0.88%	1.37%	2.25%

Source: CCCCO Datamart Student Enrollment

Exhibit 58. LARC School's Dual Enrollment by Race/Ethnicity - Fall 2020, 2021, 2022

RACE/ETHNICITY	FALL 2020	FALL 2021	FALL 2022
African-American	5.71%	5.61%	5.62%
American Indian/Alaskan Native	0.12%	0.10%	0.10%
Asian	8.60%	8.61%	9.44%
Filipino	2.79%	2.83%	3.02%
Hispanic	59.34%	59.40%	59.47%
Multi-Ethnicity	3.39%	3.40%	3.73%
White Non-Hispanic	16.28%	15.80%	14.52%
Pacific Islander	0.19%	0.14%	0.19%
Unknown	3.57%	4.12%	3.92%

Source: CCCCO Datamart Student Enrollment

WORK-BASED LEARNING

Another major component of Vision 2030 is the expansion of equitable work-based learning. In order to determine equitable outcomes for work-based learning, we must build a framework that guides the LARC 19 colleges in how to collect and track this information. In 2018, the Chancellor's Office introduced a new data element (SG21) to capture WBL. So far, only two of the 19 colleges actively collect and track this information. LARC has initiated a taskforce and a regional project to develop a framework for WBL data collection to guide our future growth in this crucial area.

G. STRATEGIC PLANNING PROCESS

■ HE LOS ANGELES REGIONAL 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 CTE in the region. As such, it reflects a diverse set of perspectives as well as a long-term and ongoing direction to strengthen regional coordination. This plan clarifies our funding priorities, increases accountability toward our required outcome metrics, and focuses our sector-based approach in alignment with data and other regional stakeholder priorities. We are excited to calibrate our courses and programs in the future to meet workforce demand, fueling the regional economy while strengthening pathways between K-12 and community colleges.

As mentioned previously, LARC engaged several stakeholder groups in the strategic planning process to provide guidance and feedback (See Acknowledgements section). 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:

- Ensuring regional performance transparency starts with publicizing strategic directions and then tailoring tactics to individual colleges and projects. Progress toward our 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.
- Stakeholder involvement with regional partners to capture their perspectives and insights.

At the core of continuous improvement, LARC works to create an improvement culture rooted in three practices.

Stakeholders who worked with LARC to create our regional plan and who continue to engage in the plan's implementation and ongoing refinement, include LAC Workforce Development Boards, K-12 Strong Workforce Program partners, UNITE-LA, the LAEDC, LARC governance committees (as detailed below), and the Centers of Excellence for Labor Market Research.

H. STRATEGIC INVESTMENTS

ARC'S 2024-2027 STRATEGIC PLANNING PROCESS DEVELOPED THE CONSORTIUM'S VISION, GOALS, AND ■METRICS WHICH GUIDE THE DECISION-MAKING PROCESS FOR CURRENT AND FUTURE REGIONAL PROJECT INVESTMENTS.



Vision

To ensure students from all backgrounds succeed in reaching their academic goals, attain a living and family-sustaining wage, and possess the tools to succeed in the workplace, ultimately closing persistent achievement gaps.



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 employment in their intended field of study, and (3) reduction of equity gaps. These metrics are used to evaluate and guide LARC's program investment strategies.



Investments

To develop more workforce opportunities and lift low-wage workers into living-wage jobs, California took a bold step in 2016 to create one million more middle-skill workers. At the recommendation of the California Community Colleges Board of Governors, the Governor and Legislature approved the Strong Workforce Program, adding a new annual recurring investment of \$248 million to spur career technical education (CTE) in the nation's largest workforce development system of 116 colleges.

Grouped into seven areas targeting student success, career pathways, workforce data and outcomes, curriculum, CTE faculty, regional coordination, and funding, this leading-edge state economic development program is driven by "more and better" CTE. The "more" is increasing the number of students enrolled in programs leading to high-demand, high-wage jobs. The "better" is improving program quality, as evidenced by more students completing or transferring programs, getting employed, or improving their earnings.



STRONG WORKFORCE PARTNERSHIP INVESTMENTS - CURRENT AND **HISTORICAL**

For the 2023-24 funding year, 12 regional SWP projects have been approved for funding in Los Angeles for a total of **\$18,906,868**. Projects selected during this funding cycle were made following the LARC governance structure and are listed below:

Exhibit 59. 2023-24 SWP Regional Projects (Round 8 Projects)

PROJECT	LEAD	PARTNER COLLEGES	ALLOCATION
Allied Health	West LA	16 Colleges: Cerritos, Compton, East LA, El Camino, Long Beach City, LA City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade Tech, LA Valley, Mt. SAC, Rio Hondo, Pasadena, Santa Monica	\$900,000
Blue Economy and Climate Action Pathways	Santa Monica	12 Colleges: Citrus, East LA, El Camino, Long Beach City, LA Harbor, LA Mission, LA Pierce, LA Valley, Mt. SAC, Rio Hondo, Pasadena, West LA	\$1,119,051
Expanding Work-Based Learning	Pasadena	10 Colleges: East LA, El Camino, Long Beach City, LA City, LA Harbor, LA Mission, LA Trade Tech, LA Valley, Rio Hondo, West LA	\$846,080
LA Game Design, Gaming Technology, & Esports	LA City	12 Colleges: Compton, East LA, El Camino, Long Beach City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade Tech, Rio Hondo, Santa Monica, West LA	\$1,750,000
LA RHT + Project	East LA	11 Colleges: Cerritos, Long Beach City, LA City, LA Mission, LA Pierce, LA Trade Tech, Mt. SAC, Rio Hondo, Pasadena, Santa Monica, West LA	\$1,247,575
CORNERSTONE: Career Pathways Partnership	Rio Hondo	18 Colleges: Cerritos, Citrus, Compton, East LA, El Camino, Glendale, Long Beach City, LA City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade Tech, LA Valley, Mt. SAC, Pasadena, Santa Monica, West LA	\$4,431,749
CORNERSTONE: Noncredit Career Pathways	Mt. SAC	18 Colleges: Cerritos, Citrus, Compton, East LA, El Camino, Glendale, Long Beach City, LA City, LA Harbor, LA Mission, LA Pierce, LA Southwest, LA Trade Tech, LA Valley, Rio Hondo, Pasadena, Santa Monica, West LA	\$2,250,000
CORNERSTONE: Job Placement and Employment Success Project	East LA	16 Colleges: Cerritos, Citrus, Compton, El Camino, Long Beach City, LA City, LA Harbor, LA Mission, LA Pierce, LA Trade Tech, LA Valley, Mt. SAC, Rio Hondo, Pasadena, Santa Monica, West LA	\$3,927,465
College Marketing	LARC	19 Colleges: Each receives \$40,000	\$1,174,930
Credit for Prior Learning	LARC	19 Colleges: Each receives \$25,000	\$285,000
Baccalaureate Degree Support	LARC	19 Colleges: Each receives \$15,000 to support faculty or staff stipends	\$285,000
Faculty Innovation Hub Equity Project	LARC	19 Colleges: Funds faculty stipends (\$7,500 each faculty) for two years and the hiring of a project coordinator	\$500,018



For the 2022-23 funding year, seven regional SWP projects were funded in Los Angeles for a total of **\$16,584,355**. Projects selected during this funding cycle were made following the LARC governance structure and are listed below:

Exhibit 60. 2022-23 SWP Regional Projects (Round 7 Projects)

PROJECT	LEAD	PARTNER COLLEGES	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 College	\$2,727,301
Virtual and Executive Administrative Assistant Preparation	Pasadena City College	Compton CCD, Long Beach CCD, LA Mission College, Santa Monica CCD, West LA College	\$319,972



For the 2021-22 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 61. 2021-22 SWP Regional Projects (Round 6 Projects)

PROJECT	LEAD	PARTNER COLLEGES	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	\$800,000
Career Pathways Partnership	Rio Hondo	All 19 colleges	\$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	\$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	\$1,459,286
Marketing	LARC	All 19 colleges	\$950,000
Noncredit Career Pathways	Mt. SAC	All 19 colleges	\$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	\$1,500,000
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	\$4,172,520
Retail, Hospitality, & Tourism	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	\$927,000



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

Exhibit 62. 2021-22 SWP Regional Projects (Foundational Round 6 Projects)

PROJECT	LEAD	PARTNER COLLEGES	ALLOCATION
Employment Outcomes – EMSI	LARC	All 19 colleges	\$266,000
Faculty Innovation Hub	LARC	All 19 colleges	\$750,000
Marketing Leads Conversion	LARC	All 19 colleges	\$150,000
Regional Marketing	LARC	All 19 colleges	\$1,000,000
Regional Industry Engagement and Employment Pipeline Development	LARC	All 19 colleges	\$300,000
UNITE-LA Employer Engagement	LARC	All 19 colleges	\$300,000

K-12 STRONG WORKFORCE PARTNERSHIP INVESTMENTS

The Los Angeles region, a hub of innovation, diversity, and economic activity, presents unique challenges and opportunities in the area of K-12 education. Recognizing the imperative of creating a resilient, adaptable, and skilled workforce for the future, the Strong Workforce Program focuses on bridging the gap between K-12 education, postsecondary education, and the world of work. By placing emphasis on Career Technical Education (CTE) courses, this program seeks to foster a generation of students well-prepared for both higher education and the workforce.

HISTORICAL BACKGROUND

In 2017 the California State Legislature approved the K-12 Strong Workforce Program, which was chaptered in California Education Code Section 88827.25. The legislature committed \$150 million annually for projects led by local educational agencies (LEAs) that included:

- Partnership with at least one community college in the region
- Activities to strengthen CTE pathways between K-12 and the community college



K-12 SWP stakeholders include LEAs, community colleges and four-year institutions, and collaborative partners from industry, nonprofit, public service, and community service areas. A crosswalk showing the relationship between CCCCO sectors and California Department of Education (CDE) sectors is shown below.

Exhibit 63. CCCCO-to-CDE Crosswalk

CDE INDUSTRY SECTOR(S)	CCCCO CLUSTER
AGRICULTURE AND NATURAL RESOURCES	AGRICULTURE, WATER, & ENVIRONMENTAL TECHNOLOGIES
BUSINESS AND FINANCE	BUSINESS & ENTREPRENEURSHIP
MARKETING, SALES, AND SERVICE	GLOBAL TRADE
BUILDING AND CONSTRUCTION TRADES / ENERGY, ENVIRONMENT, AND UTILITIES / ENGINEERING AND ARCHITECTURE	ENERGY, CONSTRUCTION, & UTILITIES
EDUCATION, CHILD DEVELOPMENT, & FAMILY SERVICES	EDUCATION & HUMAN DEVELOPMENT
HEALTH SCIENCE AND MEDICAL TECHNOLOGY	HEALTH LIFE SCIENCES/BIOTECH
FASHION AND INTERIOR DESIGN HOSPITALITY, TOURISM, AND RECREATION	RETAIL/HOSPITALITY/TOURISM 'LEARN AND EARN'
INFORMATION AND COMMUNICATION TECHNOLOGIES / ARTS, MEDIA, AND ENTERTAINMENT	INFORMATION & COMMUNICATION TECHNOLOGIES (ICT) / DIGITAL MEDIA
MANUFACTURING AND PRODUCT DEVELOPMENT	ADVANCED MANUFACTURING
PUBLIC SERVICES	PUBLIC SAFETY CAREER CLUSTER
TRANSPORTATION	ADVANCED TRANSPORTATION & LOGISTICS



In response to the legislation, the Los Angeles region convened LEAs to engage and assist them in the application process. The region established a K-12 Selection Committee that reviewed applications and selected awardees. State legislation mandates that the selection committee be composed of current or former K-12 CTE teachers and administrators, charter school representatives, career guidance counselors, representatives of industries that are prioritized by the consortium, at least one community college faculty or administrator, and other K-12 education stakeholders, or other stakeholders, as determined by the consortium.

K-12 SWP performance and funding periods ("rounds") are 30 months. Round 4 (FY 2021-22) of K-12 SWP funding began January 1, 2022 and Round 5 (FY 2022-2023) of K-12 SWP funding began January 1, 2023. Future rounds of K-12 SWP funding are expected to begin with the corresponding fiscal year. Below is a chart with historical and pending regional investments.

ROUND FISCAL YEAR **PERFORMANCE** LA K12 SWP **NUMBER OF** NUMBER OF ALLOCATION **APPLICATIONS** PERIOD **AWARDS** 2018-2019 7/1/2019 - 12/31/2021 1 \$26,059,654 98 42 7 2019-2020 7/1/2020 - 12/31/2022 \$24,643,796 45 36 3 2020-2021 1/1/2021 - 6/30/2023 \$25,339,879 48 37 4 2021-2022 1/1/2022 - 6/30/2024 \$25,339,879 43 38 1/1/2023 - 6/30/2025 5 2022-2023 \$18,352,236 43 30 6 2023-2024 1/1/2024 - 6/30/2026 \$26,849,623 50 **TBD**

Exhibit 64: LA K12 SWP Allocations Rounds 1-6

STATE METRICS FOR MEASURING K-12 STUDENT OUTCOMES:

- CTE Course Completion: Track the number and percentage of students who complete 2+ CTE courses in high school in the same program of study.
- Advanced CTE Course Completion: Monitor the number and percentage of students completing 2+ CTE courses that include early college credit, work-based learning, or third-party certification.
- High School Graduation Rates: Measure the percentage of students in the program who graduate from high school.
- Transition Rates to Post-secondary Education: Assess the number and percentage of program participants who enroll in a CA Community College within one year of leaving secondary school.

By adopting regional priority-aligned strategies and closely monitoring the defined K12 SWP metrics, the Los Angeles region aims to uplift its K-12 education, aligning it with the demands of the modern workforce. By 2027, we envision additional regional growth from strategic K12 SWP investments that not only equip students with knowledge but also with skills, experience, and the confidence to navigate the rapidly evolving workforce landscape.



K12 SWP STRATEGIC 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 65. 2022-23 K-12 SWP Regional Projects (Round 6 Projects)

PATHWAY IMPROVEMENT TITLE	LEAD	ALLOCATION
ABCUSD: Equitable Outcomes through Expanding and Enhancing CTE Pathways and Partnerships	ABC Unified	\$818,333
Medical Sciences Academy Launch of Three Course CTE Pathway	Beverly Hills Unified	\$49,097
Burbank USD: CTE Academy Pathways	Burbank Unified	\$226,422
Burbank USD: Digital Media Pathway	Burbank Unified	\$188,751
Taking Flight with CalAPS	California Advancing Pathways for Students in Los Angeles County	\$794,547
CTE Pathway Success through Strong Partnerships and Student Supports	Centinela Valley Union High School District	\$818,333
K-12 Foothill Consortium Secondary College & Career Exploration	Charter Oak Unified	\$818,333
CWC Silver Lake Creates New ICT/DM Pathway	Citizens of the World 2	\$499,162
CWC Mar Vista: Global Trade and Business & Entrepreneurship Pathway	Citizens of the World 3	\$249,829
Career Pathway Vertical Expansion - Covina Valley	Covina-Valley Unified	\$613,750
Culver City USD: Sports Medicine (Patient Care)	Culver City Unified	\$407,530
Downey Plastics Engineering & Sustainability	Downey Unified	\$1,291,504
Reimagining Biotech: Downey's Roadmap to High-Growth Jobs	Downey Unified	\$1,461,332
Expansion and Enhancement of Sports Physical Therapy Pathways	East San Gabriel Valley ROP	\$1,636,665
Digital Media	El Monte Union High	\$270,050
Engaging Students in Manufacturing and Product Development in the City of Industry Region	Hacienda La Puente Unified	\$327,818
Career Pathway Connections: Senior Intensive	A's Promise Charter High #1	\$280,063
Excellence and Equity in LBUSD Pathways	Long Beach Unified	\$1,636,665
CTE Seminar: Expanding Career Awareness and Experiences Across Multiple Industries	Los Angeles Unified	\$333,277
Enhancing the Quality of Career Guidance & Pupil Supports	Lynwood Unified	\$674,712
Expanding and Enhancing K-14 Culinary Arts Pathway	Lynwood Unified	\$378,819
Strong Workforce - Strengthening IT/CS Pathways	North Valley Military Institute College Preparatory Academy	\$211,130
Strengthening Pathway Transitions	Pasadena Unified	\$818,333
Port of Los Angeles High School - Digital Photography, Video Production, and Graphic Design	Port of Los Angeles High	\$479,392
CARE - Culinary, Automotive, and Robotics/Engineering	Rowland Unified	\$755,002
Establishing Career Awareness at Continuation High School	Rowland Unified	\$545,981
New Entrepreneurship Pathway Expansion Los Angeles	SIATech Academy South	\$250,000
Expansion of Pathways	South Pasadena	\$188,809
Emerging Technologies in Automotive	Tri-Cities ROP	\$587,970
Expanding Culinary Pathways	Tri-Cities ROP	\$740,627



In 2021-22, thirty-seven K-12 Strong Workforce Program projects were funded in the Los Angeles region, totaling \$24,412,548. 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.

Exhibit 66. 2021-22 K-12 SWP Regional Projects (Round 5 Projects)

PATHWAY IMPROVEMENT TITLE	LEAD	ALLOCATION
ABCUSD Pathway Partnership Pipelines to Close the Opportunity Gap	ABC Unified	\$927,330
College and Career Pathways at Locke Academy	Alain Leroy Locke College Prep Academy	\$916,977
Foothill Consortium Curriculum & Instruction and WorkBased Learning	Azusa Unified	\$927,330
Clearing the Path for College and Career Readiness	Bassett Unified	\$519,771
Enhancing STEM Technology Programs through Computer Science, Coding and Robotics Engineering	Birmingham Community Charter High	\$76,660
TE Pathway Expansion	Burbank Unified	\$231,833
Digital Media Expansion	Burbank Unified	\$208,649
BioAnimaker Learning Space	California Advancing Pathways for Students in LA County	\$877,573
Transforming the World's Energy Systems	California Advancing Pathways for Students in LA County	\$564,690
GOV Enhanced and Expanded CTE Pathways for an Evolving Arts Industry	California School of the Arts, San Gabriel Valley	\$290,254
TE Pathway Excellence for Success in College, Career, and Life!	Centinela Valley Union High	\$927,330
ove What You Do	City Charter High	\$500,000
Audio Production Pathway: Sound Engineers Straight Outta Compton	Compton Unified	\$927,330
New Medical Assisting Pathway	Covina-Valley Unified	\$157,646
CCUSD's Video Game Design and Systems Lab	Culver City Unified	\$297,673
Stablishing Sustainable Practice of Entrepreneurial Skills, Strategies, and Operations (ESPRESSO)	Da Vinci Design	\$496,430
Business Connect Project	Da Vinci Innovation Academy	\$250,000
omputer Science in WBL: Programming with Game Development	Downey Unified	\$1,664,348
Expanding Advanced Manufacturing and Welding Pathways	Downey Unified	\$1,841,720
echnologies with Things	Downey Unified	\$1,820,774
Developing Strong Pathways for Hospitality and Digital Media Applications	El Camino Real Charter High	\$141,418
Digital Media – Arts, Media & Entertainment	El Monte Union High	\$289,603
Expanding CTE for Student Success	Glendale Unified	\$928,118
Expanding AME and ICT Pathways to Middle School	Hacienda La Puente Unified	\$521,805
Media Arts Career Pathway Connections	LA's Promise Charter High #1	\$499,528
Nork Based Learning and Alignment of Pathways to Post Secondary Education	Los Angeles Academy of Arts & Enterprise Charter	\$92,700
areer Technical Education for Youth in Juvenile Justice System	LA County Office of Education	\$182,933
Strengthening K-14 Pathways with Middle School Engagement	Los Angeles Unified	\$738,141
Pathway Success through High Quality K-14 CTE Transition	Lynwood Unified	\$415,597
Create Arts & Entertainment Pathway and Robotics Program, Increase Dual Enrollment/CTE	New Designs Charter	\$834,597
Strong Workforce	North Valley Military Institute College Prep Academy	\$500,990
NLM – Future Ready	Norwalk-La Mirada Unified	\$927,330
Jsing Workforce Readiness Opportunities to Engage Students	Pasadena Unified	\$924,652
TE Pathway Improvement	Port of Los Angeles High	\$462,056
Refining Career Pathways for All Students	Rowland Unified	\$927,330
Equity and Access via Improved College and Career Exploration	SIATech Academy South	\$315,115
Building a CTE Workforce Pipeline	Tri-Cities ROP	\$1,286,317



APPRENTICESHIP: BRINGING EDUCATION AND INDUSTRY TOGETHER

LARC prioritizes Registered Apprenticeship and paid WBL as a strategy for successful entry into high-demand, highwage, and essential career paths selected to have the greatest impact on equity, wage advancement, and growing our regional economy. Thus, the local "LAUNCH LA Apprenticeship Network" was formed in 2022 and leverages the workforce and education systems of the region's community colleges, K-12 districts, and Workforce Development Boards. By integrating apprenticeship into these organizations and institutions, LAUNCH LA acts as an intermediary and education provider for businesses adopting the apprenticeship model. In addition, LAUNCH LA provides regional resources for developing programs and increasing pathways into apprenticeship both in traditional apprenticeships and new and innovative programs. LAUNCH LA is supported by the LAUNCH Apprenticeship Network.

Formed in 2018, the statewide LAUNCH Apprenticeship Network partners with community colleges, high schools, and universities to build a dynamic workforce development system that connects businesses, job seekers, and careerbuilders to apprenticeship programs. Using an integrated, apprenticeship-centered higher education model, LAUNCH serves as an intermediary and aims to elevate work-based degree pathways as premier academic and career options for students. LAUNCH has registered over 20 occupations across six industry sectors (advanced manufacturing/ logistics, IT/cybersecurity, healthcare, automotive, public sector, and early childhood education) with both the U.S. Department of Labor and California Division of Apprenticeship Standards. Through regional partnerships between industry and education leaders, LAUNCH, now fiscally sponsored by the Foundation for California Community Colleges, ensures residents of California have access to apprenticeships and education through the state's strong network of community colleges. This network provides a baseline for creating effective connections and partnerships for businesses, students, and schools.

Utilizing existing CTE programs within LA's 19 colleges, LARC and LAUNCH are well-suited to support apprenticeship program implementation. LARC's 19 colleges serve, on average, 230,118 CTE students on an annual basis, many of whom could benefit by participating in an apprenticeship program. LARC colleges are proactively seeking grant funding in order to support this important apprenticeship work. In 2022, LARC colleges received over \$11.6M in funding to launch apprenticeship programs in new and innovative sectors that align with the state's goals of registering 500,000 apprentices by 2029. Program sectors include: automotive, business services, education, entertainment, IT/cyber, and social services.



LARC colleges are at various levels of understanding and implementation, as indicated by Exhibit 67 below. This Exhibit lists the Registered Apprenticeship Programs offered, or those that are in development, that are associated with the 19 Los Angeles Community Colleges at the time of this Plan's development.

Exhibit 67. LARC College Apprenticeship Programs

COLLEGE	PRE-APPRENTICESHIP	APPRENTICESHIP PROGRAMS OFFERED	APPRENTICESHIP PROGRAMS IN DEVELOPMENT
Cerritos	Building Trades	Field Ironworkers: Structural, Reinforcing, Painters	Risk Management, Electrical Trainee
Compton	Social Sciences - Homeless Srvcs	Commercial Music Technology	
East Los Angeles			Substance Use and Behavioral Disorders Counselor
El Camino	Machining and Electronics	CNC Machining, Electronics & Electro-mechanical Technician	Automotive Service Technician, Digital Marketer
Long Beach	Construction Readiness		Automotive Service Technician, Software Application Developer, Marketing Specialist
LA Harbor			Marketing Coordinator
LA Mission	Construction Technologies		
LA Pierce			Automotive Service Tech, Teacher Assistant - Preschool
LA SW	Construction		
LA Trade-Tech	Construction Maintenance and Utilities		
LA Valley			Machinist
Mt. SAC	Health Careers	EMT, Pharmacy Technician, Medical Assistant, Associate Teacher	Vocational Nurse
Pasadena City			Sterile Processing and Distribution Tech, Teacher, Chef, Film and TV Asst., Electric Vehicle Charger Repair Tech
Rio Hondo		Carpentry, Operating Engineers, Heat and Frost Insulators	IT Systems User Support Specialist
West LA		Dental Asst., Aircraft Structure Mechanic, Aircraft Structure Mechanic Assembler, Early Childhood Educator, Industrial Manufacturing Tech	Facility Management and Construction Inspector

Through this partnership, LAUNCH provides professional development to LARC college administrators and faculty, as well as offering direct technical assistance to support each individual community college. In addition to technical assistance, LAUNCH is an apprenticeship program intermediary sponsor, meaning that any colleges that choose to can partner with LAUNCH as a local education agency (LEA) and access their program standards immediately. This allows for a much quicker and more streamlined approach to onboard and begin registering apprentices and employers. Currently, LAUNCH is working with Long Beach City College and Los Angeles Pierce College to utilize LAUNCH's existing Automotive Service Technician apprenticeship program standards, which allows them to launch an industry apprenticeship committee, leveraging resources while having the same processes for employers and apprentice candidates. As LARC and LAUNCH continue to work, the goal would be to add additional industry committee meetings in multiple sectors with several colleges.



LARC also actively supports its 19 member colleges in securing grant funding that supports the planning and implementation of apprenticeship programs. Below is a listing of California Apprenticeship Initiative grants to our colleges in the 2022-23 funding year, which support programs beginning July 1, 2023. Collectively, our LA Colleges secured **\$1,596,229** in funding for apprenticeship program planning efforts and **\$10,005,260** for apprenticeship program implementation, for a total of **\$11,601,489** secured in the round.

Exhibit 68. California Apprenticeship Initiative Grants Awarded in 2022-23

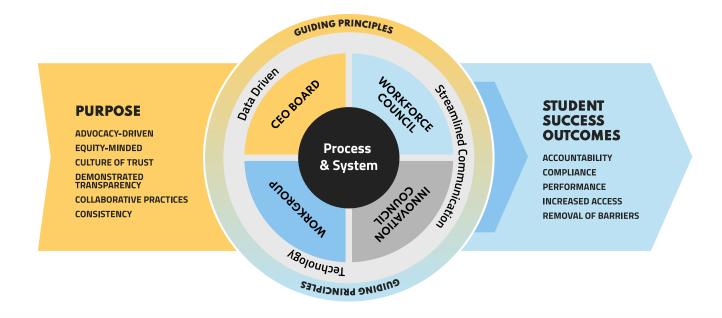
COLLEGE	PRE-APPRENTICESHIP	APPRENTICESHIP PROGRAMS OFFERED				
Apprenticeship Planning Grants Awarded						
Pasadena City	Sterile Processing and Distribution Technician	\$120,000				
Pasadena City	Teacher	\$120,000				
Rio Hondo	IT Systems User Support Specialist	\$120,000				
Cerritos	Risk Management	\$119,808				
West LA	Facility Management and Construction Inspector	\$120,000				
El Camino	Automotive Service Technician	\$38,181				
LA Valley	Machinist	\$120,000				
LA Pierce	Automotive Service Technician	\$118,240				
Long Beach City	Automotive Service Technician	\$120,000				
Los Angeles Regional Consortium	Computer User Support Specialist	\$120,000				
Mt. SAC	Vocational Nurse	\$120,000				
Pasadena City	Chef	\$120,000				
Pasadena City	Film and TV Assistant	\$120,000				
Pasadena City	Electric Vehicle Charger Repair Technician	\$120,000				
	Apprenticeship Implementation Grants Awar	rded				
East LA	Substance Use and Behavioral Disorders Counselor	\$1,500,000				
El Camino	Digital Marketer	\$1,499,984				
Cerritos	Electrical Trainee	\$494,597				
LA Harbor	Marketing Coordinator	\$1,463,605				
Long Beach City	Software Application Developer	\$1,490,696				
Long Beach City	Marketing Specialist	\$1,456,378				
LA Pierce	Teacher Assistant, Preschool	\$900,000				
Mt. SAC	Medical Assistant	\$1,200,000				

I. GOVERNANCE MODEL AND STRUCTURE

GOVERNANCE STRUCTURE

The LARC Governance Structure was designed from inputs received from the field, key stakeholders, and in conjunction with the research and study of multiple governance structures across the country and outside of the U.S.

Exhibit 69. LARC's Governance Model





ELEMENTS OF 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, and K-12 Technical Assistance Partners (TAPs).

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

- Career Pathways Enhanced awareness and availability of pathways leading to living-wage careers. Career pathways should meet the needs of learners and employers.
- Student Employment/Job Creation Activities that increase student employment outcomes.
- Work-Based Learning Expansion of work-based learning for all students within the scope of a project.
- Workforce (Employer) Training Responsiveness of colleges to the training needs of employers.

The four Workgroups were created as part of LARC's response to the 2021 Chancellor's Office Request for Applications (RFA) for regional collaboration and coordination. The purpose and vision of the Workgroups is to create a framework around regional collaboration and the measurement of outcomes. Workgroups are led by a Workgroup Chair (Dean). The work of these Workgroups is supported by the Employer Engagement Plan, outreach efforts, student panel input, Los Angeles Center of Excellence, and the Office of Institutional Effectiveness Data Taskforce. Once the projects are generated, they move up to the Innovation Council.

A full list of each council and their respective roles and responsibilities can be found on the LARC website at https://losangelesrc.org/about/governance-model-structure/.

SUPPORT TO THE GOVERNANCE STRUCTURE

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

A description of these supports, including the employer engagement plan, the faculty / employer innovation hubs, the Center of Excellence (hosted by Mt. San Antonio College), and the office of institutional effectiveness task force can all be found on the website at www.losangelesrc.org.



FEEDBACK AND EVALUATION FOR CONTINUOUS IMPROVEMENT

At the core of continuous improvement, LARC must work at creating an improvement culture rooted in three practices:

- 1. Ensuring Regional Performance Transparency starts with publicizing regional goals, then tailoring them to individual colleges. Progress toward those goals will be transparently tracked on the LARC data dashboard.
- 2. 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.

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 purposes of the project allocations are fulfilled, and that grant activities are consistent with state legislation, standards, and procedures. Their overarching obligation is to assess LARC successes, gaps, barriers, best practices, effectiveness, and compliance.

Appendix 2. 2018-2022 LaunchBoard Metrics for Strong Workforce Program Student Outcomes

	2018	2019	2020	2021	2022	5 YEAR % OF CHANGE	2021 TO 2022% OF CHANGE
SWP Students	233,630	232,780	235,638	209,464	193,755	-17.1%	-7.5%
SWP Students Who Earned 9 or More CTE Units in the District in a Single Year	44,483	46,027	45,630	44,866	39,420	-11.4%	-12.1%
SWP Students Who Completed a Noncredit CTE or Workforce Preparation Course	59.36%	60.80%	61.08%	60.25%	59.18%	-0.3%	-1.1%
SWP Students Who Earned a Degree or Certificate or Attained Apprenticeship Journey Status	15,280	16,337	17,283	17,834	18,047	18.1%	1.2%
SWP Students Who Earned a Degree or Certificate or Attained Apprenticeship Journey Status	15,280	16,337	17,283	17,834	18,047	18.1%	1.2%
SWP Students with a Job Closely Related to Their Field of Study	71.3%	73.2%	69.1%	n/a	n/a	n/a	-4.1%
Median Annual Earnings for SWP Exiting Students	\$34,355	\$36,354	\$36,794	\$38,544	n/a	n/a	4.8%
Median Change in Earnings for SWP Exiting Students	24.10%	22.30%	21.40%	23.90%	n/a	n/a	2.5%
SWP Exiting Students Who Attained the Living Wage	44.07%	47.09%	47.89%	50.57%	n/a	n/a	2.7%

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NDER THE LEADERSHIP OF DR. NARINEH MAKIJAN, **CHAIR/ASSISTANT VICE PRESIDENT OF THE** LOS ANGELES REGIONAL CONSORTIUM,

the Los Angeles Regional Consortium wishes to thank all members of the Los Angeles Regional Plan Work Group for their contributions, feedback, collaboration, and leadership:

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