CENTER FOR A COMPETITIVE WORKFORCE: ALIGNING THE LARGEST WORKFORCE AND ECONOMIC DEVELOPMENT SYSTEMS IN LOS ANGELES

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Dr. Patricia Ramos, Dean, Economic and Workforce Development, Santa Monica College and Commissioner, L.A. County Workforce Development Board

US CONFERENCE OF MAYORS, WORKFORCE DEVELOPMENT COUNCIL

BOARD MEETING, WASHINGTON, DC       SEPTEMBER 25, 2017
LOS ANGELES / ORANGE COUNTY REGIONAL PROFILE
<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>L.A. COUNTY POPULATION</td>
<td>10,241,000</td>
</tr>
<tr>
<td>ORANGE COUNTY POPULATION</td>
<td>3,146,000</td>
</tr>
<tr>
<td>L.A. REGION POPULATION</td>
<td>9,250,000</td>
</tr>
<tr>
<td>WORLD RANKING POPULATION</td>
<td>CA: 35&lt;sup&gt;th&lt;/sup&gt;/COUNTY: 89&lt;sup&gt;th&lt;/sup&gt;/REGION 75&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
<tr>
<td>WORLD ECONOMY – STATE/COUNTY</td>
<td>6&lt;sup&gt;th&lt;/sup&gt; (+FR, GR, RUS, BZ, UK, IDS: 6-25x Pop)</td>
</tr>
<tr>
<td>GDP – STATE/ COUNTY</td>
<td>$2.5 TRILLION (13.6% US) / $664B</td>
</tr>
<tr>
<td>PURCHASING POWER PARITY - CA</td>
<td>10&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
<tr>
<td>U.S. EXPORTS (2008)</td>
<td>$144 BILLION</td>
</tr>
<tr>
<td>POVERTY RATE</td>
<td>15.7% LA/OC, 20.5% LA</td>
</tr>
</tbody>
</table>
REGIONAL PARTNERS

EDUCATION

- Local Workforce Development Boards (7 in L.A. and 3 in O.C)
- Adult Education (40+)
- Local Educational Agencies (70+ USDs)
- Public 4 Year Universities (4 CSU, 2 UC)

BUSINESS AND COMMUNITY

- Economic Development
- Chambers of Commerce
- Industry and Business Leaders
- Labor
- Community based organizations
LOS ANGELES

EAST LA
LA CITY
LA HARBOR
LA MISSION
LA SOUTHWEST
LA TRADE TECHNICAL
LA VALLEY
PIERCE
WEST LOS ANGELES

CERRITOS
CITRUS
COMPTON
EL CAMINO
GLENDALE
LONG BEACH
MT. SAC
PASADENA
RIO HONDO
SANTA MONICA

ORANGE COUNTY

COASTLINE
CYPRESS
FULLERTON
GOLDEN WEST
IRVINE VALLEY
NORTH OC
ORANGE COAST
SADDLEBACK
SANTA ANA
SANTIAGO CANYON
<table>
<thead>
<tr>
<th>SWP FUNDING</th>
<th>L.A. LOCAL SHARE</th>
<th>L.A. REGIONAL SHARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$248 MILLION</td>
<td>LOCAL SHARE</td>
<td>$22,320,000</td>
</tr>
<tr>
<td>STATEWIDE</td>
<td></td>
<td>100% REGIONAL SHARE</td>
</tr>
<tr>
<td>$77 MILLION</td>
<td>83% LOCAL SHARE</td>
<td>$18,161,849</td>
</tr>
<tr>
<td>LA/OC REGION</td>
<td></td>
<td>83% REGIONAL SHARE</td>
</tr>
<tr>
<td>$58.3 MILLION</td>
<td>17% INCENTIVE</td>
<td>$4,160,000</td>
</tr>
<tr>
<td>LA REGION</td>
<td></td>
<td>*17% INCENTIVE</td>
</tr>
</tbody>
</table>
California needs 1 million more AA, certificates, or industry-valued credentials.

THE 114 CALIFORNIA COMMUNITY COLLEGES ARE DESIGNATED TO SEVEN REGIONS

THE LOS ANGELES / ORANGE COUNTY REGION WITH 29 COLLEGES, 19 IN L.A. AND 10 IN O.C., IS THE LARGEST REGION WITH 23.5% OF SWP FUNDING
9 PRIORITY METRICS SIMILAR TO WIOA


Broaden and enhance career exploration and planning, work-based learning opportunities, and other supports for students.
IMPROVE THE QUALITY, ACCESSIBILITY, AND UTILITY OF STUDENT OUTCOME AND LABOR MARKET DATA TO SUPPORT STUDENTS, EDUCATORS, COLLEGES, REGIONS, EMPLOYERS, LOCAL WORKFORCE BOARDS, AND THE STATE IN CTE PROGRAM DEVELOPMENT AND IMPROVEMENT EFFORTS.
EVALUATE, STRENGTHEN, AND REVISE THE CURRICULUM DEVELOPMENT PROCESS TO ENSURE ALIGNMENT FROM EDUCATION TO EMPLOYMENT.
DEVELOP AND BROADLY PUBLICIZE INDUSTRY-INFORMED CAREER PATHWAYS THAT PREPARE STUDENTS FOR JOBS NEEDED WITHIN THE REGIONAL LABOR MARKET.
CTE Faculty

ENHANCE PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR CTE FACULTY TO MAINTAIN INDUSTRY AND PROGRAM RELEVANCY.
Regional Coordination

STRENGTHEN COMMUNICATION, COORDINATION AND DECISION-MAKING BETWEEN REGIONAL CTE EFFORTS AND THE COLLEGES TO MEET REGIONAL LABOR MARKET NEEDS.
Regional Coordination

DEVELOP REGIONAL LEADERSHIP AND OPERATIONAL PARTNERSHIPS AMONG COMMUNITY COLLEGE, INDUSTRY, LABOR, AND OTHER WORKFORCE AND ECONOMIC DEVELOPMENT ENTITIES TO IMPROVE THE DELIVERY OF ALL CTE EFFORTS.
Regional Coordination

DEVELOP ROBUST CONNECTIONS BETWEEN COMMUNITY COLLEGES, BUSINESS AND INDUSTRY REPRESENTATIVES, LABOR AND OTHER REGIONAL WORKFORCE DEVELOPMENT PARTNERS TO ALIGN COLLEGE PROGRAMS WITH REGIONAL AND INDUSTRY NEEDS AND PROVIDE SUPPORT FOR CTE PROGRAMS.
CREATE A SUSTAINED, PUBLIC OUTREACH CAMPAIGN TO INDUSTRY, HIGH SCHOOL STUDENTS, COUNSELORS, PARENTS, FACULTY, STAFF, AND THE COMMUNITY-AT-LARGE TO PROMOTE CAREER DEVELOPMENT AND ATTAINMENT AND THE VALUE OF CAREER TECHNICAL EDUCATION.
Round 1, Strong Workforce Regional Projects

- Cybersecurity
- Interactive Game Design
- Advanced Transportation
- Crosstown Engineering Design
- Manufacturing Hub
- Bioscience Collaborative
- HVAC/R Collaborative
- L.A. High Tech Bridge & Coding
- Health Sector Career Pathway
- Graphic Design / Digital Workforce
- Entrepreneurship
- Teacher Prep Pipeline
- Uniquely Abled Academy for Low Spectrum Autism in CNC
- Global Trade and Logistics

**Center for Competitive Workforce**
A partnership with L.A. County Economic Development Corporation, L.A. Area Chamber and Southern California Leadership Council, with support from JP Morgan Chase
Center Organization
Center Logic Model

**ASSUMPTIONS**
- Existing supply/demand mismatches for occupations and skills
- Community Colleges do not have adequate industry informed criteria to make timely curriculum-based decisions
- CTE programs need to be revised or repositioned to grow enrollments to meet demand

**EXTERNAL FACTORS**
- State and federal policies that impact specific fields or specializations
- Developing data and analyses for various workforce partners including CCs, WDBs, K12s, Adult Education and 4-year education institutions

**ACTIVITIES**
- Industry Sector Reports
- Regional Labor Market Demand Reports
- Educational Supply Inventory
- Regional Advisory Committee Meetings
- Statewide Initiatives
- LAO CRC Meetings

**PARTICIPATION**
- Occupational Gap Analysis
- Educational Gap Analysis
- Workforce Capacity Analysis
- Inventory and Analysis of CTE Programs
- Industry Council Pre-Curriculum Development Process

**SHORT TERM**
- Resource Development
- Occupational Needs Forecasts
- Annual Meeting
- Develop New Curriculum and Programs
- Career Pathway Development

**MEDIUM TERM**
- Defines and validates supply and Demand for labor in emerging occupations
- Proactive program approval
- Marketing of CTE

**LONG TERM**
- Sustainability of the Center
- Increase alignment across workforce development systems
- Inform public policy and workforce investments
- Elevate awareness of Community College

**IMPACT**
- Program Investment Accountability
- Demand Driven Talent Development System
- Public and Industry support for CTE Education
- Economic Prosperity for Southern California
Center Workflow

- **COMMUNICATION**
  - Vision
  - Objectives
  - Integration
  - Buy-In

- **POLICY**
  - Economic
  - Regional
  - Trends

- **RESEARCH**
  - Forecast
  - Analysis
  - Reports

- **ENGAGEMENT**
  - Industry Councils
  - Committees
  - Boards
  - LAOCRC

- **DEVELOPMENT**
  - Occupational Needs
  - Curriculum
  - Programs

- **DEPLOYMENT**
  - Professional Development
  - Career Pathways
  - Data

Alignment/Performance Information
<table>
<thead>
<tr>
<th>Function</th>
<th>Status Quo</th>
<th>New Model</th>
<th>Consortium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Management</td>
<td>Insular. Evaluation of proposed new programs is often segmented by institution, and there is no singular source for data analysis on labor markets and occupational growth areas.</td>
<td>Would conduct statistical economic forecasts to better understand labor markets and occupational growth areas.</td>
<td>Would bring industry validation to occupational forecasts.</td>
</tr>
<tr>
<td>Curriculum Development</td>
<td>Static. Will tend to lag behind (often significantly behind) the pace of change in the new economy.</td>
<td>Would provide real time, contemporary view of emerging industry, labor market, and occupational trends.</td>
<td>Would regularly validate and/or augment industry, labor market, and occupational trends with firm-level feedback.</td>
</tr>
<tr>
<td>Faculty Professional Development</td>
<td>Insufficient. The absence of meaningful, current data and input from industry limits overall effectiveness.</td>
<td>Would capture insights and best practices around optimal instructor training methods/programs.</td>
<td>Would bring best industry practices from corporate in-house training programs.</td>
</tr>
<tr>
<td>Faculty Recruitment</td>
<td>Challenging. Current appeals to prospective faculty are inconsistent and lack compelling offerings.</td>
<td>Would provide analysis of competitive packages or incentives that entice world-leading talent to seek employment throughout the system.</td>
<td>Would lever consistent interactions with industry to develop an organic pool of potential new instructors. Further, could explore policy ideas that directly incentivize employers to enable employees to spend time as instructors.</td>
</tr>
<tr>
<td>Data Dissemination</td>
<td>Limited. Inconsistent data inputs and current system inadequacy.</td>
<td>Would construct a powerful, flexible and scalable data hub (resource navigator) fully accessible by the Colleges, partners, and stakeholders, A clearinghouse of information for all constituents.</td>
<td>Would connect industry partners to the Institute Data Hub so they can both benefit from and contribute to the quality and usefulness of the data system wide.</td>
</tr>
<tr>
<td>Work Based Learning</td>
<td>Inconsistent. Dependent on one-off successes.</td>
<td>Would identify target areas for work-based learning candidates.</td>
<td>Would inform the best opportunities, venues, approached to WBL within their organizations.</td>
</tr>
<tr>
<td>Industry Relations</td>
<td>Shallow. Lacks depth and consistency.</td>
<td>With new data capabilities, inspire confidence and engage deeper industry engagement.</td>
<td>Would foster a richer and more consistent relationship between industry and the colleges.</td>
</tr>
<tr>
<td>Marketing</td>
<td>Outmoded and unconvincing. Message and mechanism do not reach right audiences.</td>
<td>Would bring needed intelligence to targeting audience, constructing messages, using more modern tools to reach them (digital, social media, etc.) and to track success of programs to key goals like enrollment.</td>
<td>Would participate in message development and promotion to the right audiences, including their own employees in need of retraining or upskilling, and would inform “language” translation for different audiences.</td>
</tr>
<tr>
<td>Policy Improvement</td>
<td>Insufficient. Lacks ability to identify, bring to surface, and promote/advocate for needed policy recommendations.</td>
<td>Would serve as a credible and tenable foundation for policy recommendations.</td>
<td>Would be empowered to raise policy concerns and suggestions, and advocate on behalf of system improvement.</td>
</tr>
</tbody>
</table>
The Challenge:
Community Colleges lack resources and infrastructure to support job placement function, now required by CCCCO and Strong Workforce Initiative.

JPC
JOB PLACEMENT CENTER
Partnership with SMC Career Center

AppleOne
“One-on-one” / Full Service
- Resume building / Interview Prep
- Skills testing
- Job Placement / Salary Negotiations
- Priority Internships / Hot Job Alerts

Job Portal
- SMC “look & feel” customization
- FERPA-compliant
- On-line, cloud-based, 24-hour access
- SMC student data ownership & tracking

AppleOne Staff
- 2-4 Students Case Managers (on-site)
- 1 JPC Office Manager (on-site part-time)
- 1 JPC Regional Manager (off-site)

SMC-JPC Director
Manage Job Placement Metrics/Data

SMC Advisor (JPC)
CTE Work-based Learning and Job Placement Goals

SMC Counselor
CTE Careers and Pathways Specialist

SMC CTE Job Placement Data

W&ED CCW

SMC Marketing, IR & PR Offices
SMC Identity and Brand

Industry-Ranked Job Placement Agency Partnership

CTE Committee/Faculty
- Job Openings VS CTE Program Matching
- Course Sequencing
- “Pathways to Placement”
- Skills & Competency Language

Career Center/Work-based Learning
- Workshops for Career Readiness
- Employment Mapping
- Career Awareness & Exploration

Enrollment/Student Services “In-Reach” “Out-reach”
- CTE Marketing Campaigns
- Counselor Training in CTE Career Awareness & Pathways

Doing What MATTERS™
CENTER FOR A COMPETITIVE WORKFORCE
KEY INDUSTRY PARTNERSHIPS FOR 21ST CENTURY CAREERS

- JP MORGAN CHASE
- AMAZON WEB SERVICES
- KAISER PERMANENTE
- PROTERRA
- METRO (MTA)
- TESLA
- LINKEDIN
- NEXUS EDGE