

**CERF HRTC Meeting
October 6, 2023
8:30 to 10:00am
Zoom Video Conferencing**

<https://us02web.zoom.us/j/86993468590?pwd=bkRibjZGaCtoSVFZMTNxNEtwN2ZJdz09>

**Webinar ID:
869 9346 8590**

AGENDA

1. Call to Order (Trista Carter)
2. Public Comments
3. HRTC Comments and Updates
4. Occupational and Industry Assessment- Orange County Center of Excellence
(Action Item- Vote to add as appendix to the Regional Plan Part I)
5. Community Response to Industries that support High-Quality Jobs
6. Process and Letter to consider Supporting Non-CERF Related Projects
(Action Item- Vote to approve the process)
7. Theory of Change for Orange County
8. Adjourn

Labor Market Information to Support SCAG Subregional Implementation Plans & CERF: *Orange County Industry Assessment* October 6, 2023

Presented to: Orange County's High Road Transition Collaborative
Prepared by: Orange County Center of Excellence



The COE & Orange County COE

The [Centers of Excellence for Labor Market Research](#) (COE) are the #1 source for labor market information for the California Community Colleges.

The [Orange County COE](#) (OC COE) is hosted at Rancho Santiago Community College District and serves OC's 9 community colleges and 1 noncredit institution.



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ORANGE COUNTY
REGIONAL CONSORTIUM

WORKFORCE
DEVELOPMENT ALLIANCE



California
Community
Colleges

Good Industries & Family Supporting Industries: Definitions

- **Good Industries:** Are those that are considered a Recession-Stable, Great Recession-Stable and/or COVID-19 Pandemic-Stable Industry and have average earnings at or above the MIT Living Wage of \$23.66 for a single adult.
- **Family Supporting Industries:** An analysis of Census data shows that the average household size in Orange County is two adults and one child. Therefore, family-supporting industries meet the good industry criteria but have average earnings at or above the MIT Living Wage of \$25.57 for a family with two working adults and one child.

[MIT Living Wage for Orange County, CA](#), accessed April 14, 2023

2023 Recession-Stable Industries: Methodology

- 14 Recession-Stable Industries in Orange County
- Recession-Stable Industries are those that met the criteria to be considered **both** a **Great Recession-Stable Industry** and a **COVID-19 Pandemic Recession-Stable Industry**, as defined in the following slides

Exhibit 1: Recession-Stable Industries

Exhibit 1: Recession-Stable Industries in Orange County

NAICS	Industry	2005 Jobs	2021 Jobs	2005-2021 Employment Change	2005-2021 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
238210	Electrical Contractors and Other Wiring Installation Contractors*	13,365	18,177	4,812	36%	\$40.78	1.4	980	☑	☑
611110	Elementary and Secondary Schools*	8,946	11,736	2,790	31%	\$24.00	0.9	207	☑	
454110	Electronic Shopping and Mail-Order Houses*	3,919	9,398	5,479	140%	\$31.63	1.5	832	☑	☑
541211	Offices of Certified Public Accountants*	5,196	6,989	1,794	35%	\$55.91	1.3	890	☑	☑
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing*	1,493	6,927	5,433	364%	\$91.93	8.4	60	☑	☑
237310	Highway, Street, and Bridge Construction*	2,132	4,537	2,405	113%	\$50.41	1.0	67	☑	☑
624190	Other Individual and Family Services*	1,542	4,525	2,983	193%	\$25.95	0.8	382	☑	☑
519130	Internet Publishing and Broadcasting and Web Search Portals*	1,437	3,050	1,613	112%	\$95.13	0.8	249	☑	☑

Exhibit 1: Recession-Stable Industries in Orange County

NAICS	Industry	2005 Jobs	2021 Jobs	2005-2021 Employment Change	2005-2021 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
561621	Security Systems Services (except Locksmiths)*	1,888	2,297	409	22%	\$51.07	1.5	111	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
337110	Wood Kitchen Cabinet and Countertop Manufacturing*	1,446	1,854	407	28%	\$32.72	1.3	74	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
541213	Tax Preparation Services*	856	1,725	869	102%	\$29.13	1.2	510	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
611710	Educational Support Services*	842	1,533	691	82%	\$29.57	0.7	278	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
624110	Child and Youth Services*	568	1,363	795	140%	\$26.79	0.6	88	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers*	536	750	214	40%	\$158.19	2.1	97	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Total		44,166	74,861	30,696	70%	N/A	N/A	4,822	N/A	N/A

Researcher's Note:

Recession-Stable Industries met the following criteria: **Employment** – Less than 7.4% employment decline between 2005 and 2009, as well as greater than 21.4% employment growth between 2010 and 2019 AND less than 8% employment decline between 2019 and 2020, as well as greater than 3.5% employment growth between 2020 and 2021. **Number of Jobs** – Employment above the median number of jobs for all industries in the majority of years between 2005 and 2021. **Wages** – Average hourly earnings are at or above \$23.66.

*Great Recession and COVID-19 Pandemic-Stable Industry

2023 Great Recession-Stable Industries: Methodology

- 65 Great Recession-Stable Industries in Orange County
- **Employment** – Less than 7.4% employment decline between 2005 and 2009, as well as greater than 21.4% employment growth between 2010 and 2019.
- **Number of Jobs** – Employment above the median number of jobs for all industries in the majority of years between 2005 and 2021.
- **Wages** – Average hourly earnings are at or above MIT Living Wage for a single adult: \$23.66 (Good Industry) or \$25.57 for a family with two working adults and one child (Family Supporting Industry).

Exhibit 2: Great Recession-Stable industries

NAICS	Industry	2005 Jobs	2019 Jobs	2005-2019 Employment Change	2005-2019 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
713110	Amusement and Theme Parks	17,839	32,184	14,346	80%	\$24.28	10.5	15	<input checked="" type="checkbox"/>	
902612	Colleges, Universities, and Professional Schools (State Government)	13,658	21,485	7,827	57%	\$53.40	0.8	218	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
238210	Electrical Contractors and Other Wiring Installation Contractors*	13,365	18,074	4,709	35%	\$40.78	1.4	980	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
621210	Offices of Dentists	11,204	17,688	6,484	58%	\$36.02	1.6	2,750	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
524210	Insurance Agencies and Brokerages	10,950	17,516	6,566	60%	\$57.31	1.3	1,956	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
541511	Custom Computer Programming Services	13,240	16,476	3,236	24%	\$61.69	1.6	1,386	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
522110	Commercial Banking	9,962	15,246	5,284	53%	\$64.49	0.9	688	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
531311	Residential Property Managers	10,048	13,274	3,226	32%	\$38.00	2.3	1,181	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
452311	Warehouse Clubs and Supercenters	7,780	13,157	5,377	69%	\$24.97	0.5	43	<input checked="" type="checkbox"/>	
623110	Nursing Care Facilities (Skilled Nursing Facilities)	7,568	12,050	4,482	59%	\$33.18	0.7	164	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Exhibit 2: Great Recession-Stable Industries in Orange County

NAICS	Industry	2005 Jobs	2019 Jobs	2005-2019 Employment Change	2005-2019 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
611110	Elementary and Secondary Schools*	8,946	11,051	2,105	24%	\$24.00	0.9	207	<input checked="" type="checkbox"/>	
339112	Surgical and Medical Instrument Manufacturing	3,389	9,873	6,484	191%	\$69.89	7.0	78	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
621610	Home Health Care Services	5,460	9,681	4,221	77%	\$27.04	0.6	396	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
541512	Computer Systems Design Services	5,464	9,397	3,933	72%	\$96.20	0.8	1,370	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
511210	Software Publishers	3,278	8,329	5,051	154%	\$96.29	1.3	293	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	3,085	8,083	4,998	162%	\$27.17	1.4	539	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
454110	Electronic Shopping and Mail-Order Houses*	3,919	7,000	3,081	79%	\$31.63	1.5	832	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
541211	Offices of Certified Public Accountants*	5,196	6,729	1,533	30%	\$55.91	1.3	890	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
623312	Assisted Living Facilities for the Elderly	4,757	6,726	1,969	41%	\$23.94	1.4	361	<input checked="" type="checkbox"/>	
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing*	1,493	6,491	4,998	335%	\$91.93	8.4	60	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Exhibit 2: Great Recession-Stable Industries in Orange County

NAICS	Industry	2005 Jobs	2019 Jobs	2005-2019 Employment Change	2005-2019 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
424210	Drugs and Druggists' Sundries Merchant Wholesalers	3,906	6,235	2,328	60%	\$75.22	2.1	361	☑	☑
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing	4,476	5,955	1,479	33%	\$49.01	4.5	66	☑	☑
541940	Veterinary Services	3,697	5,449	1,753	47%	\$30.77	1.0	347	☑	☑
339116	Dental Laboratories	2,979	5,074	2,095	70%	\$38.01	9.1	158	☑	☑
238160	Roofing Contractors	3,062	4,509	1,446	47%	\$34.74	1.6	251	☑	☑
423830	Industrial Machinery and Equipment Merchant Wholesalers	3,098	4,122	1,024	33%	\$48.99	1.2	327	☑	☑
624190	Other Individual and Family Services*	1,542	3,841	2,299	149%	\$25.95	0.8	382	☑	☑
237310	Highway, Street, and Bridge Construction*	2,132	3,765	1,633	77%	\$50.41	1.0	67	☑	☑
334419	Other Electronic Component Manufacturing	1,786	3,631	1,845	103%	\$40.04	4.3	59	☑	☑
541380	Testing Laboratories	2,028	3,154	1,126	56%	\$39.65	1.4	181	☑	☑
623220	Residential Mental Health and Substance Abuse Facilities	1,227	3,128	1,900	155%	\$30.33	1.3	156	☑	☑

Exhibit 2: Great Recession-Stable Industries in Orange County

NAICS	Industry	2005 Jobs	2019 Jobs	2005-2019 Employment Change	2005-2019 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
519130	Internet Publishing and Broadcasting and Web Search Portals*	1,437	3,041	1,604	112%	\$95.13	0.8	249	☑	☑
238390	Other Building Finishing Contractors	2,092	2,906	814	39%	\$34.92	2.1	156	☑	☑
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	2,022	2,662	640	32%	\$52.53	1.3	227	☑	☑
221210	Natural Gas Distribution	880	2,195	1,315	149%	\$88.94	0.9	17	☑	☑
238290	Other Building Equipment Contractors	1,256	2,116	860	69%	\$54.26	1.1	105	☑	☑
621910	Ambulance Services	1,389	2,114	725	52%	\$25.88	1.2	20	☑	☑
561621	Security Systems Services (except Locksmiths)*	1,888	2,083	194	10%	\$51.07	1.5	111	☑	☑
531120	Lessors of Nonresidential Buildings (except Miniwarehouses)	1,493	1,990	497	33%	\$67.61	0.9	316	☑	☑
488510	Freight Transportation Arrangement	1,371	1,856	485	35%	\$45.51	0.4	200	☑	☑
424330	Women's, Children's, and Infants' Clothing and Accessories Merchant Wholesalers	766	1,837	1,071	140%	\$38.82	2.0	189	☑	☑

Exhibit 2: Great Recession-Stable Industries in Orange County

NAICS	Industry	2005 Jobs	2019 Jobs	2005-2019 Employment Change	2005-2019 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
562111	Solid Waste Collection	900	1,751	851	94%	\$39.13	0.8	48	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals	1,069	1,744	675	63%	\$36.60	0.6	17	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
311812	Commercial Bakeries	761	1,674	913	120%	\$28.03	0.7	36	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
711211	Sports Teams and Clubs	804	1,617	813	101%	\$159.80	1.2	26	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
337110	Wood Kitchen Cabinet and Countertop Manufacturing*	1,446	1,605	159	11%	\$32.72	1.3	74	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
621492	Kidney Dialysis Centers	722	1,575	853	118%	\$43.72	1.0	60	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
611710	Educational Support Services*	842	1,571	730	87%	\$29.57	0.7	278	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
446191	Food (Health) Supplement Stores	768	1,560	792	103%	\$26.63	2.5	164	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
339114	Dental Equipment and Supplies Manufacturing	1,013	1,546	533	53%	\$73.47	6.6	28	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
334417	Electronic Connector Manufacturing	758	1,457	698	92%	\$59.26	5.3	22	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
541213	Tax Preparation Services*	856	1,347	491	57%	\$29.13	1.2	510	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
624110	Child and Youth Services*	568	1,315	747	132%	\$26.79	0.6	88	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	459	1,289	830	181%	\$45.46	1.3	100	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Exhibit 2: Great Recession-Stable Industries in Orange County

NAICS	Industry	2005 Jobs	2019 Jobs	2005-2019 Employment Change	2005-2019 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
424130	Industrial and Personal Service Paper Merchant Wholesalers	904	1,246	342	38%	\$40.29	1.7	72	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
423840	Industrial Supplies Merchant Wholesalers	680	1,138	458	67%	\$49.43	0.8	156	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
424810	Beer and Ale Merchant Wholesalers	463	1,036	573	124%	\$59.27	0.9	12	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
332912	Fluid Power Valve and Hose Fitting Manufacturing	679	956	277	41%	\$53.56	2.2	18	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	489	918	429	88%	\$52.90	2.3	36	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
512110	Motion Picture and Video Production	572	854	282	49%	\$53.85	0.2	250	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
446130	Optical Goods Stores	522	838	316	60%	\$27.90	1.0	121	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
448110	Men's Clothing Stores	578	784	206	36%	\$24.01	1.7	52	<input checked="" type="checkbox"/>	

Exhibit 2: Great Recession-Stable Industries in Orange County

NAICS	Industry	2005 Jobs	2019 Jobs	2005-2019 Employment Change	2005-2019 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers*	536	757	221	41%	\$158.19	2.1	97	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	472	730	258	55%	\$51.92	1.5	21	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing	571	519	-52	-9%	\$40.75	1.9	18	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Total		222,557	361,998	139,441	63%	N/A	N/A	20,646	N/A	N/A

Researcher's Note:

Great Recession-Stable Industries met the following criteria: *Employment* – Less than 7.4% employment decline between 2005 and 2009, as well as greater than 21.4% employment growth between 2010 and 2019. *Number of Jobs* – Employment above the median number of jobs for all industries in the majority of years between 2005 and 2021. *Wages* – Average hourly earnings are at or above \$23.66.

*Great Recession and COVID-19 Pandemic-Stable Industry

COVID-19 Pandemic Recession-Stable Industries: Methodology

- 74 COVID-19 Pandemic Recession-Stable Industries in Orange County
- **Employment** – Less than 8% employment decline between 2019 and 2020, as well as greater than 3.5% employment growth between 2020 and 2021.
- **Number of Jobs** – Employment above the median number of jobs for all industries in the majority of years between 2005 and 2021.
- **Wages** – Average hourly earnings are at or above MIT Living Wage for a single adult: \$23.66 (Good Industry) or \$25.57 for a family with two working adults and one child (Family Supporting Industry).

Exhibit 3: COVID-19 Pandemic Recession-Stable Industries

NAICS	Industry	2019 Jobs	2021 Jobs	2019-2021 Employment Change	2019-2021 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
531210	Offices of Real Estate Agents and Brokers	18,151	19,608	1,456	8%	\$55.34	2.9	2,892	☑	☑
238210	Electrical Contractors and Other Wiring Installation Contractors*	18,074	18,177	103	1%	\$40.78	1.4	980	☑	☑
541219	Other Accounting Services	10,263	13,352	3,090	30%	\$34.88	2.7	745	☑	☑
611110	Elementary and Secondary Schools*	11,051	11,736	685	6%	\$24.00	0.9	207	☑	
522292	Real Estate Credit	9,587	11,649	2,061	22%	\$85.99	3.7	398	☑	☑
454110	Electronic Shopping and Mail-Order Houses*	7,000	9,398	2,398	34%	\$31.63	1.5	832	☑	☑
446110	Pharmacies and Drug Stores	6,855	7,398	543	8%	\$31.98	1.0	668	☑	☑
621511	Medical Laboratories	5,237	7,172	1,935	37%	\$46.80	2.8	216	☑	☑
492110	Couriers and Express Delivery Services	5,857	7,117	1,260	22%	\$28.60	0.7	105	☑	☑
541211	Offices of Certified Public Accountants*	6,729	6,989	260	4%	\$55.91	1.3	890	☑	☑
621399	Offices of All Other Miscellaneous Health Practitioners	6,263	6,963	699	11%	\$33.81	3.3	340	☑	☑

Exhibit 3: COVID-19 Pandemic Recession-Stable Industries in Orange County

NAICS	Industry	2019 Jobs	2021 Jobs	2019-2021 Employment Change	2019-2021 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing*	6,491	6,927	435	7%	\$91.93	8.4	60	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
522310	Mortgage and Nonmortgage Loan Brokers	5,181	6,587	1,406	27%	\$71.42	4.6	608	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
541990	All Other Professional, Scientific, and Technical Services	3,864	6,244	2,381	62%	\$31.00	1.6	329	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	5,021	6,219	1,199	24%	\$85.83	1.1	241	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	4,505	5,179	673	15%	\$65.30	1.7	333	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
902999	State Government, Excluding Education and Hospitals	4,187	4,756	569	14%	\$55.20	0.2	162	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
237310	Highway, Street, and Bridge Construction*	3,765	4,537	772	21%	\$50.41	1.0	67	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Exhibit 3: COVID-19 Pandemic Recession-Stable Industries in Orange County

NAICS	Industry	2019 Jobs	2021 Jobs	2019-2021 Employment Change	2019-2021 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
624190	Other Individual and Family Services*	3,841	4,525	684	18%	\$25.95	0.8	382	☑	☑
811111	General Automotive Repair	3,649	3,719	70	2%	\$31.52	0.6	853	☑	☑
524127	Direct Title Insurance Carriers	3,026	3,667	641	21%	\$77.45	4.2	70	☑	☑
444190	Other Building Material Dealers	3,231	3,291	60	2%	\$47.56	1.2	224	☑	☑
621420	Outpatient Mental Health and Substance Abuse Centers	2,273	3,050	778	34%	\$29.21	1.0	128	☑	☑
519130	Internet Publishing and Broadcasting and Web Search Portals*	3,041	3,050	9	0%	\$95.13	0.8	249	☑	☑
518210	Data Processing, Hosting, and Related Services	2,652	2,996	344	13%	\$58.98	0.7	206	☑	☑
621320	Offices of Optometrists	2,255	2,691	436	19%	\$30.49	1.6	335	☑	☑
541420	Industrial Design Services	810	2,639	1,829	226%	\$97.08	11.1	59	☑	☑
561621	Security Systems Services (except Locksmiths)*	2,083	2,297	215	10%	\$51.07	1.5	111	☑	☑
541620	Environmental Consulting Services	1,915	2,237	322	17%	\$52.84	2.2	170	☑	☑
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing	1,854	2,045	191	10%	\$56.87	3.2	53	☑	☑

Exhibit 3: COVID-19 Pandemic Recession-Stable Industries in Orange County

NAICS	Industry	2019 Jobs	2021 Jobs	2019-2021 Employment Change	2019-2021 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
237130	Power and Communication Line and Related Structures Construction	1,839	1,985	146	8%	\$60.38	0.6	49	☑	☑
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	1,824	1,956	133	7%	\$45.29	2.0	182	☑	☑
621493	Freestanding Ambulatory Surgical and Emergency Centers	1,578	1,917	339	21%	\$38.65	1.0	100	☑	☑
337110	Wood Kitchen Cabinet and Countertop Manufacturing*	1,605	1,854	248	15%	\$32.72	1.3	74	☑	☑
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	1,814	1,785	-29	-2%	\$44.35	2.5	95	☑	☑
323113	Commercial Screen Printing	1,702	1,784	82	5%	\$26.64	2.2	125	☑	☑
541614	Process, Physical Distribution, and Logistics Consulting Services	1,699	1,757	58	3%	\$34.39	1.1	184	☑	☑
541213	Tax Preparation Services*	1,347	1,725	378	28%	\$29.13	1.2	510	☑	☑
561710	Exterminating and Pest Control Services	1,678	1,689	11	1%	\$32.68	1.1	184	☑	☑
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	1,260	1,630	369	29%	\$28.74	0.6	204	☑	☑

Exhibit 3: COVID-19 Pandemic Recession-Stable Industries in Orange County

NAICS	Industry	2019 Jobs	2021 Jobs	2019-2021 Employment Change	2019-2021 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
611710	Educational Support Services*	1,571	1,533	-38	-2%	\$29.57	0.7	278	☑	☑
446199	All Other Health and Personal Care Stores	1,114	1,437	323	29%	\$47.89	2.0	140	☑	☑
423220	Home Furnishing Merchant Wholesalers	1,328	1,416	88	7%	\$38.45	2.0	130	☑	☑
238150	Glass and Glazing Contractors	1,175	1,391	215	18%	\$36.69	1.4	97	☑	☑
624110	Child and Youth Services*	1,315	1,363	48	4%	\$26.79	0.6	88	☑	☑
621498	All Other Outpatient Care Centers	1,083	1,345	261	24%	\$42.93	0.6	91	☑	☑
339115	Ophthalmic Goods Manufacturing	1,355	1,326	-29	-2%	\$46.48	5.2	14	☑	☑
561431	Private Mail Centers	882	1,279	397	45%	\$28.93	3.4	111	☑	☑
522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities	1,183	1,190	8	1%	\$60.97	0.8	113	☑	☑
339920	Sporting and Athletic Goods Manufacturing	1,037	1,158	121	12%	\$32.60	1.9	68	☑	☑
561790	Other Services to Buildings and Dwellings	981	1,128	147	15%	\$25.98	0.9	211	☑	☑
541410	Interior Design Services	1,122	1,124	2	0%	\$39.01	0.8	314	☑	☑
484121	General Freight Trucking, Long-Distance, Truckload	784	1,111	327	42%	\$34.01	0.1	216	☑	☑
312111	Soft Drink Manufacturing	993	1,092	99	10%	\$46.98	1.2	14	☑	☑

Exhibit 3: COVID-19 Pandemic Recession-Stable Industries in Orange County

NAICS	Industry	2019 Jobs	2021 Jobs	2019-2021 Employment Change	2019-2021 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
484210	Used Household and Office Goods Moving	976	1,074	98	10%	\$29.44	1.0	99	☑	☑
221112	Fossil Fuel Electric Power Generation	28	970	942	3396%	\$95.22	1.1	15	☑	☑
561440	Collection Agencies	915	880	-35	-4%	\$36.87	0.7	57	☑	☑
314999	All Other Miscellaneous Textile Product Mills	766	834	68	9%	\$29.07	2.4	36	☑	☑
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	793	827	33	4%	\$81.93	1.0	54	☑	☑
485991	Special Needs Transportation	648	821	173	27%	\$25.64	1.1	30	☑	☑
484220	Specialized Freight (except Used Goods) Trucking, Local	526	778	251	48%	\$38.52	0.3	86	☑	☑
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers*	757	750	-7	-1%	\$158.19	2.1	97	☑	☑
326160	Plastics Bottle Manufacturing	713	746	32	5%	\$36.43	1.9	9	☑	☑
811219	Other Electronic and Precision Equipment Repair and Maintenance	571	662	91	16%	\$47.37	1.4	53	☑	☑

Exhibit 3: COVID-19 Pandemic Recession-Stable Industries in Orange County

NAICS	Industry	2019 Jobs	2021 Jobs	2019-2021 Employment Change	2019-2021 % Employment Change	Average Hourly Earnings	2021 Location Quotient	2021 Establishments	Good Industry (MIT Living Wage \$23.66)	Family Supporting Industry (MIT Living Wage \$25.57)
541714	Research and Development in Biotechnology (except Nanobiotechnology)	502	656	154	31%	\$79.09	0.2	111	☑	☑
812210	Funeral Homes and Funeral Services	558	616	58	10%	\$38.16	0.5	41	☑	☑
444220	Nursery, Garden Center, and Farm Supply Stores	545	586	41	8%	\$25.16	0.3	52	☑	
424820	Wine and Distilled Alcoholic Beverage Merchant Wholesalers	503	578	75	15%	\$75.98	0.6	39	☑	☑
481111	Scheduled Passenger Air Transportation	547	555	8	1%	\$45.51	0.1	9	☑	☑
523991	Trust, Fiduciary, and Custody Activities	383	485	102	27%	\$47.65	2.3	60	☑	☑
336991	Motorcycle, Bicycle, and Parts Manufacturing	345	406	61	18%	\$55.57	3.1	19	☑	☑
336390	Other Motor Vehicle Parts Manufacturing	373	401	28	8%	\$36.05	0.2	29	☑	☑
522120	Savings Institutions	181	218	38	21%	\$26.42	0.2	9	☑	☑
325520	Adhesive Manufacturing	195	209	13	7%	\$67.54	0.8	12	☑	☑
Total		211,803	245,242	33,439	16%	N/A	N/A	17,414	N/A	N/A

Researcher's Note:

COVID-19 Pandemic Recession-Stable Industries met the following criteria: *Employment* – Less than 8% employment decline between 2019 and 2020, as well as greater than 3.5% employment growth between 2020 and 2021. *Number of Jobs* – Employment above the median number of jobs for all industries in the majority of years between 2005 and 2021. *Wages* – Average hourly earnings are at or above \$23.66.

*Great Recession and COVID-19 Pandemic-Stable Industry

OC Center of Excellence for Labor Market Research



This Industry Assessment was conducted in support of the Southern California Association of Government (SCAG) Labor Market Information to support Subregional Implementation Plans. For more information, please contact the Orange County Center of Excellence.

Jesse Crete, Ed.D.

OC COE Director

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Jacob Poore

OC COE Assistant Director

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The below summaries explore the response by surveyed communities to the following question:

What industries do you think are most important to support/grow in Orange County in order to provide high-quality future jobs for the community?

Overall Findings by Industry

- The **Healthcare** industry is viewed as the most important to support or grow in OC, with 22.98% of responses.
- **Education** is the second most important industry according to respondents, comprising 18.10% of responses.
- **Computer and Information Technology** is the third most important industry, with 11.82% of responses.
- Other significant industries include Legal (10.58%), Life Physical and Social Sciences (9.91%), Business and Financial Operations (8.62%), Architecture and Engineering (6.04%), Construction (5.65%), and Arts Design & Entertainment (4.88%).
- The category labeled as **Other** accounted for just 1.42% of responses.

Findings from the responses who clarified "Other":

- The most important "Other" industry to support or grow in OC is **Community services/resources**, with 16.07% of responses.
- This is closely followed by **Housing/Affordable Housing**, which received 14.29% of responses.
- Other notable industries include Health (Mental/Parenting Support/Public), Vocational Services/Service Industry, and Manufacturing, each with approximately 8.93% to 7.14% of responses.
- Several industries such as Renewable Energy/Green Industry, Trades training, Unionized industries, Aerospace, Tax, Singers/actors/literature/musicians, Tourism, and Transportation each received less than 5% of responses.

In summary, Healthcare, Education, and Computer and Information Technology are viewed as the top industries to support or grow in Orange County, while Community services/resources and Housing/Affordable Housing are the top among the "Other" category.

Summary of Income Levels by Industry

- **Healthcare** is the industry with the highest percentage of responses (23.17%). The largest income group in this industry is those earning under \$25,000 (31.01%), followed by those who prefer not to state their income (24.49%).
- **Education** is the second most represented industry (18.14%). The largest income group here also prefers not to state their income (26.57%), followed by those earning between \$25,000 and \$50,000 (22.95%).
- **Computer and Information Technology** industry (11.77%) has a significant percentage of individuals who prefer not to state their income (26.56%). However, the income group with the highest earnings, i.e., over \$100,000, is more represented here (13.39%) than in healthcare and education.
- The **Legal** industry (10.48%) has the highest percentage of individuals who prefer not to state their income (30.58%). Also, a significant proportion of individuals earn under \$25,000 (29.95%).
- **Life Physical and Social Sciences** (9.85%) and **Business and Financial Operations** (8.74%) industries have similar income distribution with the largest group preferring not to state their income.
- **Architecture and Engineering** (6.00%) has the highest percentage of individuals earning over \$100,000 (11.16%) compared to all industries besides Computer and Information Technology.
- **Construction** (5.56%) and **Arts Design & Entertainment** (4.79%) industries have similar income distributions, with the largest group being those who prefer not to share their income.
- The **Other** category (1.50%) has the largest proportion of individuals earning under \$25,000 (30.70%) and the second-largest group is those who prefer not to state their income (21.93%).

In general, across all industries, there is a significant percentage of individuals who prefer not to state their income, ranging from 21.93% to 30.58%. The income group earning under \$25,000 also has a significant representation in all industries. However, the percentage of individuals earning over \$100,000 is relatively low across all industries, with the highest representation in the Computer and Information Technology and Architecture and Engineering industries.

Summary of Race/Ethnicity by Industry

1. **Healthcare:** This industry is predominantly represented by the Asian or Asian American community at 47.27%, followed by the Hispanic or Latinx community at 37.39%. The white community has a relatively low representation here, at 8.82%.
2. **Education:** Once again, the Asian or Asian American (41.10%) and the Hispanic or Latinx (44.17%) communities are heavily involved in this industry. The white community accounts for 7.75%.
3. **Computer and Information Technology:** Similar to the previous industries, the Asian or Asian American (40.55%) and the Hispanic or Latinx (38.43%) communities are widely represented. However, it also shows a slightly higher participation from the White community at 13.16%.
4. **Legal:** This industry replicates the same trend, with a high representation from the Asian or Asian American (46.86%) and the Hispanic or Latinx (41.30%) communities.
5. **Other Industries (such as Business and Financial Operations, Construction, and Arts Design & Entertainment):** They also follow a similar distribution, with predominant representation from the Asian or Asian American and Hispanic or Latinx communities.

On the other hand, if we look at the distribution of industries within each ethnicity:

1. **Asian or Asian American:** Healthcare (24.74%) and Education (17.21%) are the top industries.
2. **Hispanic or Latinx:** Again, Healthcare (21.13%) and Education (19.96%) are the top industries.
3. **White:** The white community shows a slightly different trend, with Healthcare (20.79%) and Computer and Information Technology (16.32%) being the top industries.
- 4.

In summary, the Asian or Asian American and Hispanic or Latinx communities are highly represented in most industries, especially in Healthcare and Education. The White community has a relatively lower representation in most industries, with slightly higher involvement in the Computer and Information Technology sector.

Summary of Age Group by Industry

1. **Healthcare:** The age group of 25-34 years has the highest representation in this industry (16.77%), followed by the 65 & Older age group (18.54%).
2. **Education:** The age group of 25-34 years is also heavily involved in this industry (19.79%), with the age group of 18-24 years following closely behind (15.89%).
3. **Computer and Information Technology:** The age group of 25-34 years is highly represented (18.87%), followed by ages 45-54 (16.23%).
4. **Legal:** The age group of 18-24 years has the highest representation (16.84%), with ages 55-64 following closely (15.51%).

On the other hand, if we look at the distribution of industries within each age group:

1. **Ages 25 – 34:** Healthcare (18.41%) and Education (19.69%) are the top industries.
2. **Ages 18-24:** Healthcare (21.25%) and Education (18.17%) are the top industries.
3. **Ages 65 & Older:** Healthcare (30.00%) and Education (15.90%) are the top industries.

In summary, the age groups of 25-34 and 18-24 are heavily represented in most industries, especially in healthcare and education. The age group of 65 & Older is also quite involved in the healthcare industry. The distribution of industries within each age group also shows that healthcare and education are the top industries across all age groups.

Summary of Gender by Industry

Industry by Gender Group:

1. **Healthcare:** The largest representation in this industry comes from females (65.29%), followed by males (31.61%).
2. **Education:** The female representation is also dominant in this industry (66.95%), followed by males (29.71%).
3. **Computer and Information Technology:** Females (59.46%) again have the highest representation, with males (37.31%) following.
4. **Legal:** Female representation dominates (64.72%), with males (31.59%) coming next.
5. **Life Physical and Social Sciences:** Females (66.75%) are the most represented, followed by males (28.74%).
6. **Business and Financial Operations:** Females (61.24%) are most represented, followed by males (36.31%).
7. **Architecture and Engineering:** Females (59.04%) dominate, followed by males (36.17%).
8. **Construction:** Female representation is highest (56.11%), followed by males (38.91%).
9. **Arts Design & Entertainment:** Females (65.18%) are the most represented, followed by males (28.01%).
10. **Other:** Females (62.93%) hold the most representation, followed by males (31.03%).

In every industry, the representation of non-binary, prefer not to state, transgender, and other gender groups is significantly lower.

Gender Group by Industry:

1. **Female:** Healthcare (23.71%) and Education (19.04%) are the top industries for females.
2. **Male:** Healthcare (22.45%) and Education (16.53%) are the top industries for males.
3. **Non-Binary:** Healthcare (22.43%) and Education (18.69%) are the top industries for non-binary individuals.
4. **Prefer not to state:** Education (15.32%) and Life Physical and Social Sciences (15.32%) are the top industries.
5. **Transgender:** Healthcare (25.00%) and Legal (16.67%) are the top industries for transgender individuals.
6. **Other:** Healthcare (16.67%) and Legal (13.33%) are the top industries for others.

In summary, females dominate in all industries, followed by males. The healthcare and education sectors appear to be the most popular across all gender groups. The representation of non-binary, transgender, prefer not to state, and other gender groups is significantly lower in all industries.

Summary of Organization by Industry

1. The industry with the highest percentage of responses is Healthcare with 22.98%, followed by Education with 18.10%, and Computer and Information Technology with 11.82%.
2. The industry with the lowest percentage of responses is Other with 1.42%, preceded by Arts Design & Entertainment with 4.88%, and Construction with 5.65%.
3. VietRise seems to have the highest percentage of responses in most industries, particularly in the Legal (24.80%), Architecture and Engineering (26.16%), and Construction (23.66%) sectors.
4. BPSOS appears to dominate the 'Other' category with 27.35% of the responses.
5. Across all industries, OC Labor has the lowest representation, with the highest percentage of responses being in the Healthcare industry at just 0.05%.

Findings analyzed by organizational response show the following:

1. VietRise has the highest overall response rate at 19.40%, with the majority of responses in Healthcare (25.17%), Education (14.65%), and Legal (13.53%) industries.
2. BPSOS, with an overall response rate of 11.79%, had most responses in Healthcare (30.28%), Education (19.16%), and Legal (12.77%).
3. Latino Health Access, with a 10.34% overall response rate, had the highest response rate in Healthcare (21.86%), Education (20.33%), and Legal (13.98%).
4. OC Labor, despite having the lowest overall response rate at 0.04%, showed an even distribution across Architecture and Engineering, Legal, and Healthcare industries, each constituting 33.33% of their total responses.
5. Healthcare was the industry with the most responses for most organizations, followed by Education and Legal.

An aerial photograph of a city at dusk, showing a highway interchange, various buildings, and distant mountains under a cloudy sky. A large blue rectangular frame is centered over the image, with a white rectangle inside it. Two red vertical bars are positioned on the left and right sides of the white rectangle.

Non-CERF Grants

The Process

1. **Must be the only project in the region applying for the grant.**
2. Share, at a minimum, a **two page** summary of the project description, the need, and how the project will help in meeting the need.
3. Share the most current budget that will be submitted as part of the grant.
4. Allow for a two week window once item 1 and 2 are shared with the full HRTC for **at least two 60 minute calls** for members of the HRTC to learn about the project and ask questions.
5. After item 3, provide the most current documents in bullet item 1 and 2 to the HRTC a week before the next HRTC meeting.
6. **2/3rds of HRTC must vote in the affirmative.**
7. A letter will be submitted.

This letter is to express that the [Project name] is validated by Orange County's Community Economic Resilience Fund (CERF) High Road Transition Collaborative (HRTC) to be compatible with **all** CERF project goals.

The Orange County CERF HRTC is cross sector collaborative with representatives from the following groups:

- California Native American Tribes
- Community members
- Economic development agencies
- Education and training providers
- Employers, businesses, and business associations
- Environmental justice organizations
- Government agencies
- Grassroots and community-based organizations and community organizers
- Labor organizations
- Philanthropic organizations
- Workforce entities

[Project Name] meets **all of the following CERF project goals:**

1. Demonstrates Proposed Impacts to Communities/Industries
2. Demonstrates Project Feasibility, Commitments, and Community Support
3. Promotes State Climate Goals
4. Supports Labor Standards and Job Quality
5. Demonstrates a Clear Role in Regional Strategy

Or

1. Equity
2. Sustainability
3. Job quality and access
4. Economic competitiveness
5. Economic resilience

The entities and individuals that comprise of this body are listed below. However, this letter may not necessarily mean that there was unanimous support of every entity or individual on the HRTC. For further information or questions, please contact Jesse Ben-Ron at jbenron@ocbc.org or (949) 794-7221.

Sincerely,

Orange County's CERF HRTC

American Indian
Chamber of Commerce
of California

Apolonio Cortes

Banning Ranch
Conservancy

Bloom Energy

Boilermakers Local 92

CEO Leadership Alliance
Orange County

Chapman University

Charitable Ventures

Chrysalis

Cielo

Citizens Climate Lobby

City of Garden Grove

City of Santa Ana

Climate Action
Campaign

Cogstone Resource
Management/Member of
Gabrielino Tongva
Community

Community Action
Partnership of Orange
County

Concordia University
Irvine

Cooperacion Santa Ana

Cox Business

CSUF

CSUF Center for
Entrepreneurship

Donia Kayali

Family Assistance
Ministries

First 5 California

Goodwill of Orange
County

Greater Irvine Chamber

Hope Builders

Hospitality Training
Academy

International Association
of Machinists and
Aerospace Workers

International Brotherhood
of Electrical Workers Local
441

Iron Workers Local 416

Iron Workers Local 433

Irvine Valley College

Jamboree Housing

Johnice Williams

Karen Sarabia

Kevin Phung

LA/OC Building and
Construction Trades

Latino Health Access

League of Cities OC

Maria Aguilar

North Orange County
Community College
District

OC Black Chamber of
Commerce

OC Conservation Corps

OC Grantmakers

OC Labor Federation

OCAPICA

OCCORD

Octane

Orange County Business
Council

Orange County
Coastkeeper

Orange County
Community Foundation

Orange County
Department of Education

Orange County Hispanic
Chamber of Commerce

Orange Workforce
Alliance

Payomkawichum
Kaamalam
(Acjachemen)

Plumbers & Steamfitters,
Local 582

Sarah Riggs

SCAG

Sheet Metal Workers
Local 105

SoCal Gas

Sokollin Tes

Sunrise Movement
Orange County

Sustain Social

The Cambodian Family
Community Center

The Kennedy Commission

THRIVE Santa Ana

UA Local Union 250

UMass Global

UNITE HERE Local 11

United Way of Orange
County

University of California,
Irvine

Vital Link

CERF Community of Practice Presentation

July 27, 2023



Theory of Change/Logic Model Overview

What is a Theory of Change?

Methodology for planning, participation, adaptive management, and evaluation used to promote social change.

- It explains how a given intervention or set of interventions are expected to lead to a specific change.



Theory of Change Diagram

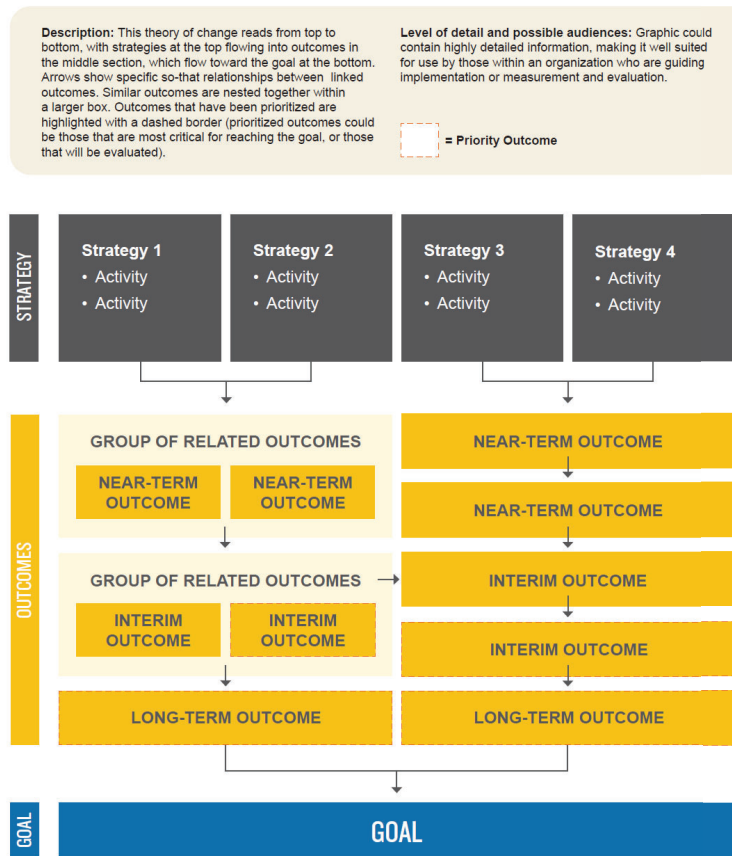


Source: The Annie E. Casey Foundation (<https://www.aecf.org/resources/theory-of-change>)



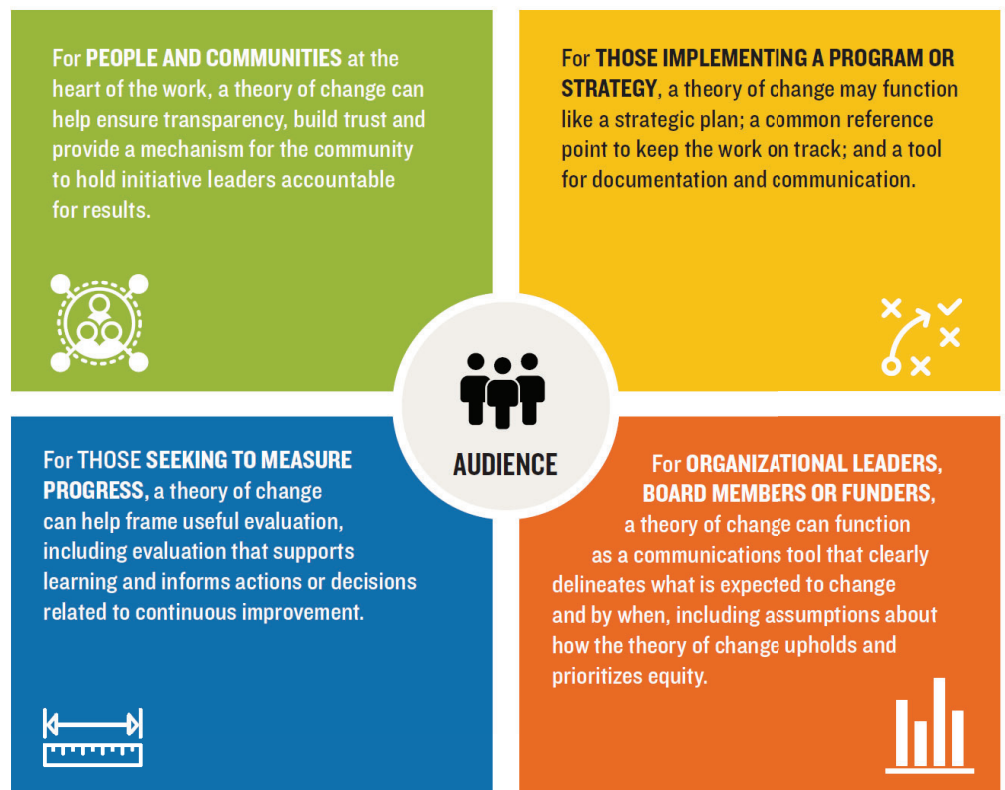
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Theory of Change Diagram



Source: The Annie E. Casey Foundation (<https://www.aecf.org/resources/theory-of-change>)

Theory of Change Audience



Source: The Annie E. Casey Foundation (<https://www.aecf.org/resources/theory-of-change>)

Theory of Change Development Process



Source: The Annie E. Casey Foundation (<https://www.aecf.org/resources/theory-of-change>)

THE NOURISH PROJECT'S THEORY OF CHANGE

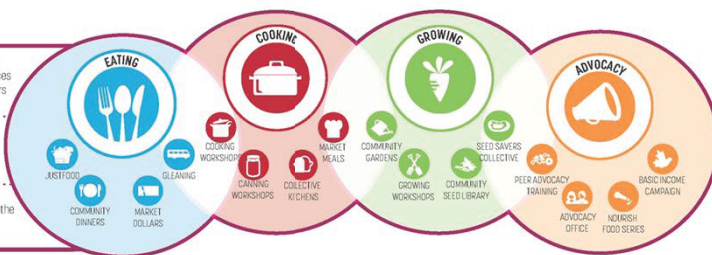
VISION: To develop a dynamic local network of places for food dedicated to community, health and fairness.

WHAT WE DO

Provide dignified access to healthy food and programming that enhances the capacity of community members to meet their basic needs.

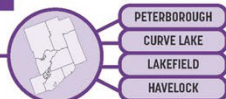
Deliver food skills programming that builds food literacy, promotes health, and enhances social connection.

Promote inclusive and resilient communities that are committed to the eradication of poverty and food insecurity.



ENABLING CONDITIONS

SITE COMMITTEES THAT:
provide advisory support to the project
support program design, evaluation and delivery



EVALUATION

COMMUNICATIONS

SUSTAINABILITY

ADVISORY COMMITTEES THAT ARE:
engaged throughout the project
provide advisory support and oversight to the project

YWCA
WATERLOO REGION

Peel Region
Public Health

GreenUP

COLLABORATIVE MEMBERS THAT ARE:
engaged throughout the project
provide advisory support and oversight for the project

SHORT-TERM OUTCOMES

↑ **ACCESS & AFFORDABILITY OF HEALTHY FOOD**

Participants have increased access to better quality, healthier, and locally-produced food

↑ **HEALTHY FOOD KNOWLEDGE, SKILLS & BEHAVIOURS**

Participants demonstrate increased knowledge, skills, and behaviours related to food, nutrition, food preparation and food production

↓ **SOCIAL ISOLATION**

Participants develop new social connections, leading to reduced social isolation

MEDIUM-TERM OUTCOMES

↑ **CONSUMPTION OF FRESH FRUITS & VEGETABLES**

More participants regularly eating healthy, locally-produced food

↑ **CONFIDENCE & SENSE OF COMMUNITY BELONGING**

Participants feel more connected to the community and to each other

↑ **VOLUNTEERISM & COMMUNITY INVOLVEMENT**

Participants become more engaged in the project and the broader community

LONG-TERM IMPACTS

IMPROVED PHYSICAL & MENTAL HEALTH

A SUSTAINABLE & JUST LOCAL FOOD SYSTEM

MORE INCLUSIVE & ENGAGED COMMUNITIES

GUIDING PRINCIPLES

THE POWER OF FOOD

Good food has the power to enhance our communities, build our economy, and transform our everyday lives.

EMPOWERMENT

Our programs create meaningful opportunities for participants to gain new skills and develop leadership capacity.

THE POWER OF OUR COLLECTIVE STRENGTHS

By working collaboratively, we increase the quality, sustainability, and overall impact of the programs in the communities we serve.

STRONG COMMUNITIES

Our work is motivated by a desire to build inclusion and enhance social connection.

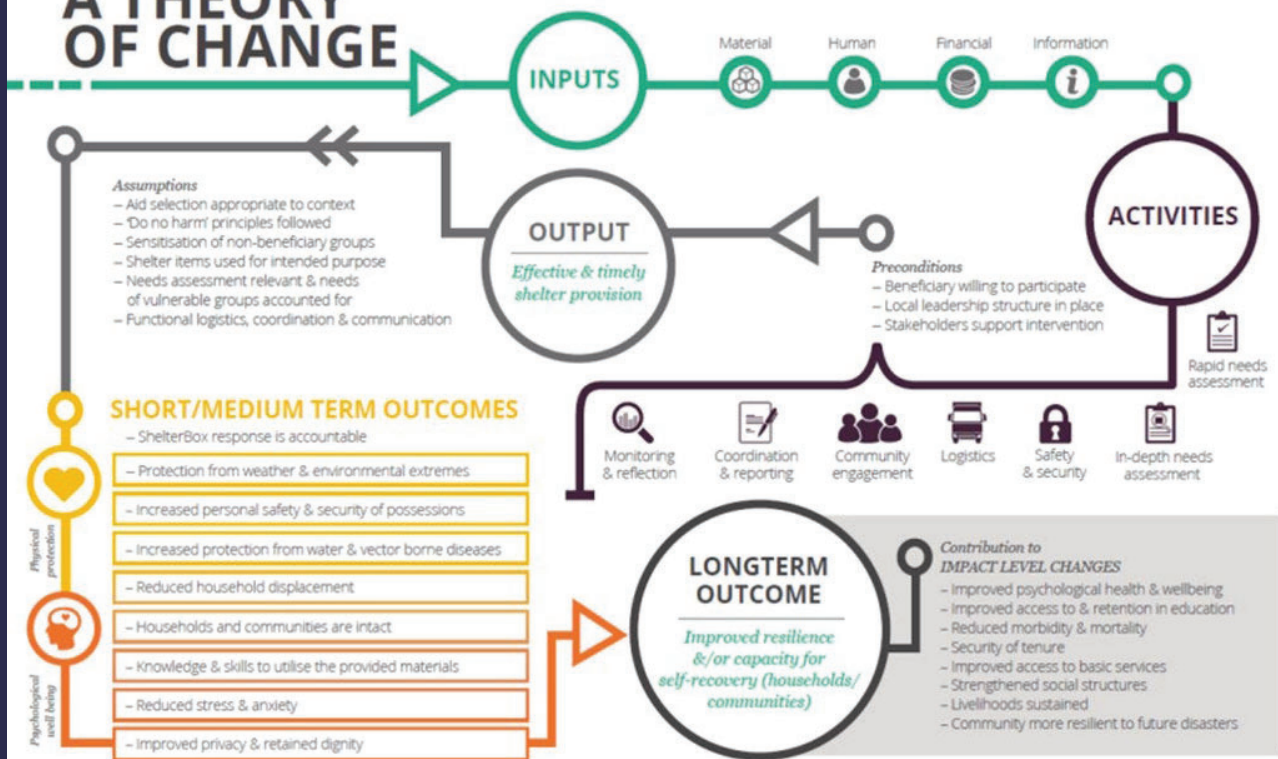
JUSTICE & FAIRNESS

We believe everyone should be able to enjoy healthy food. We seek an end to food insecurity and poverty by working for systemic change.



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A THEORY OF CHANGE



What is a Logic Model?

Some of you may have experience with the Theory of Change in relation to a Logic Model.

- A good logic model has a solid theory of change to guide it.

A logic model...

- Is a graphic depiction of your organization that identifies its resources, programming, and intended outcomes
- Shows the relationship between your program's activities and its expected outcomes
- Provides an overview of your organization that can serve as a roadmap for strategic planning



How a Logic Model Helps the HRTCs and the State



Program Planning: It helps you think through your program strategy and clarifies where you are and where you want to be.



Program Management: It "connects the dots" and can be the basis for developing a more detailed management plan. Using data collection and an evaluation plan, the logic model helps you track and monitor operations to better manage results. It can serve as the foundation for creating budgets and work plans.



Communication: It can show stakeholders at a glance what a program is doing (activities) and what it is achieving (outcomes), emphasizing the link between the two.



Consensus-Building: It can build common understanding and promotes buy-in among both internal and external stakeholders about what a program is, how it works, and what it is trying to achieve.



Fundraising: It demonstrates to funders that you have purposefully identified what your program will do, what it hopes to achieve, and what resources you will need to accomplish your work. It can also help structure and streamline grant writing.

(See page 6 of CERF Data Toolkit_April2023)



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Parts of a Logic Model

Inputs - Resources available to support the program

Activities - Approaches that the program is going to use that are going to trigger or affect change

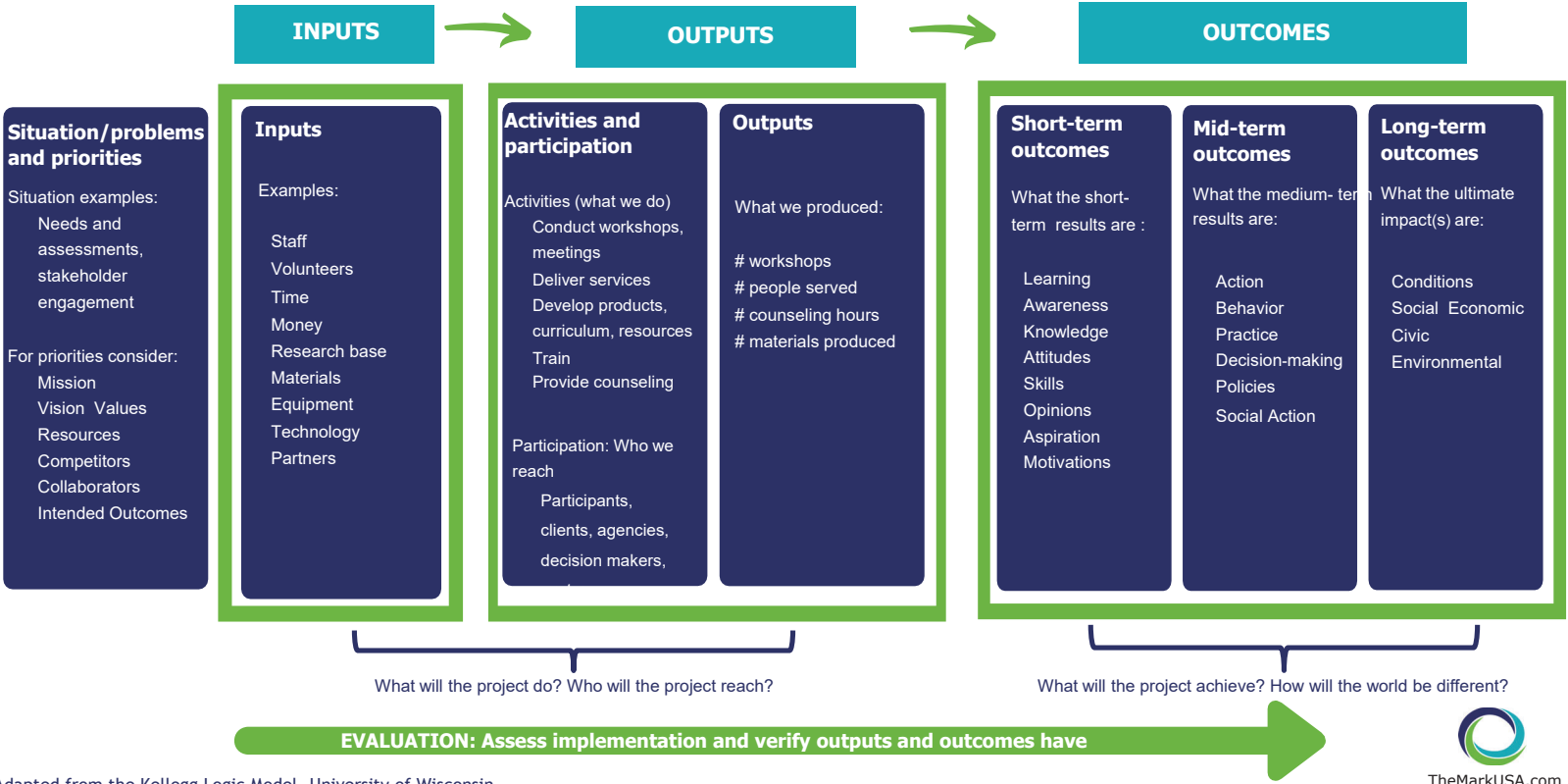
Outputs - Direct services/products that result from program activities that are often reported in numerical form

Outcomes - Changes you hope will result in participants or in the community from the activities being implemented, usually reported in comparative form (e.g., more, less). These are the steps along the way to achieving the ultimate impact

Impact - Ultimate change that the activities/interventions seek to achieve



LOGIC MODEL- BREAKDOWN



Logic Model

CERF IMPACT: Build an equitable and sustainable economy across California through regional worker-centered inclusive economic planning.

Inputs	Activities	Outputs	Outcomes
HRTC Convener and Fiscal Agent	Informing, engaging, and empowering diverse communities	Inclusive Planning Tables	Improved job quality and access
HRTC Members	Building effective partnerships	Capacity building (e.g., % percentage of funding HRTCs allocated to capacity building?)	Improved of climate-smart and sustainable industries
Inter-Agency Leadership Team/Resources	Developing social infrastructure and cross-regional collaboratives	Community Outreach/Engagement (e.g., % of funding HRTCs allocated to outreach/engagement)	Improved economic activity, competitiveness, and resilience
The Mark Evaluation Team	Conducting Planning Meetings	Actionable economic plans and investments?	Increased community resilience
	Participating in Evaluation Meetings	Governance Structure	An inclusive and equitable economic plan