

LABOR MARKET ANALYSIS

FOR PROGRAM RECOMMENDATION



AIR TRAFFIC CONTROLLERS IN THE NORTH FAR NORTH

North Far North
Center of Excellence

SEPTEMBER 2024

TABLE OF CONTENTS

Summary	3
Introduction	4
Occupational Demand.....	5
Occupational Earnings.....	6
Job Postings.....	7
About Job Postings Analysis.....	7
Top Employers and Job Titles.....	7
Most Requested Qualifications and Skills.....	9
Education and Training Requirements	12
Educational Supply.....	13
Community College Supply	13
Other Postsecondary Supply	13
Findings.....	15
Recommendations	17
Appendix A. Methodology and Sources.....	18
Appendix B. Wages and the Living Wage	19
About Occupational Earnings.....	19
Living Wage.....	19
Comparing occupational earnings to the living wage.....	19

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SUMMARY

The North Far North Center of Excellence for Labor Market Research (NFN COE) prepared this report to provide an analysis of occupational demand and educational supply for occupations employed across the 22-county North Far North region.

This report aims to determine if demand in the local labor market is unmet by the supply from existing community college programs and other postsecondary training providers, with a primary focus on training that leads to living wage jobs in middle-skilled occupations. Pursuant to California Education Code §78015, labor market information (LMI) is required for all new career education certificate and degree program proposals, and the North Far North Regional Consortium (NFNRC) requires LMI to come from the NFN COE. This report should serve to satisfy those requirements.

Key findings include:

- In 2023, the North Far North region had 147 air traffic control jobs. Employment in this field is expected to grow by 6% over the next five years, with eight new jobs projected to be added by 2028.
- Over the next five years, air traffic controller jobs are projected to have 15 annual openings across the region.
- Wage data analysis reveals that air traffic controllers earn a median hourly wage that is \$44 higher than the living wage of \$25.19 per hour for a single working adult in the Los Rios Community College District. (See Appendix B for additional information about FY 2024 changes to the living wage).
- Sacramento City College is the only community college in the North Far North region offering training for air traffic controllers. Over the past three academic years (2020-21 to 2022-23), the program has awarded an average of 8 associate degrees in air traffic control.

Recommendations include:

- The North Far North Center of Excellence recommends moving forward with new program development and existing program modifications.

INTRODUCTION

The North Far North Center of Excellence (COE) was asked to provide labor market information for a newly proposed career education program at a regional community college.

This report focuses on the following Standard Occupational Classification (SOC) occupations and codes:

These middle-skill occupations require more education and training beyond a high school diploma but usually less than a four-year degree:

- Air Traffic Controllers (53-2021)

A review of related programs revealed the following Taxonomy of Programs (TOP) title(s) and code(s) are appropriate for inclusion in this report:

- Air Traffic Control (3020.30)

The corresponding Classification of Instructional Program (CIP) title(s) and code(s) are:

- Air Traffic Controller (49.0105)

OCCUPATIONAL DEMAND

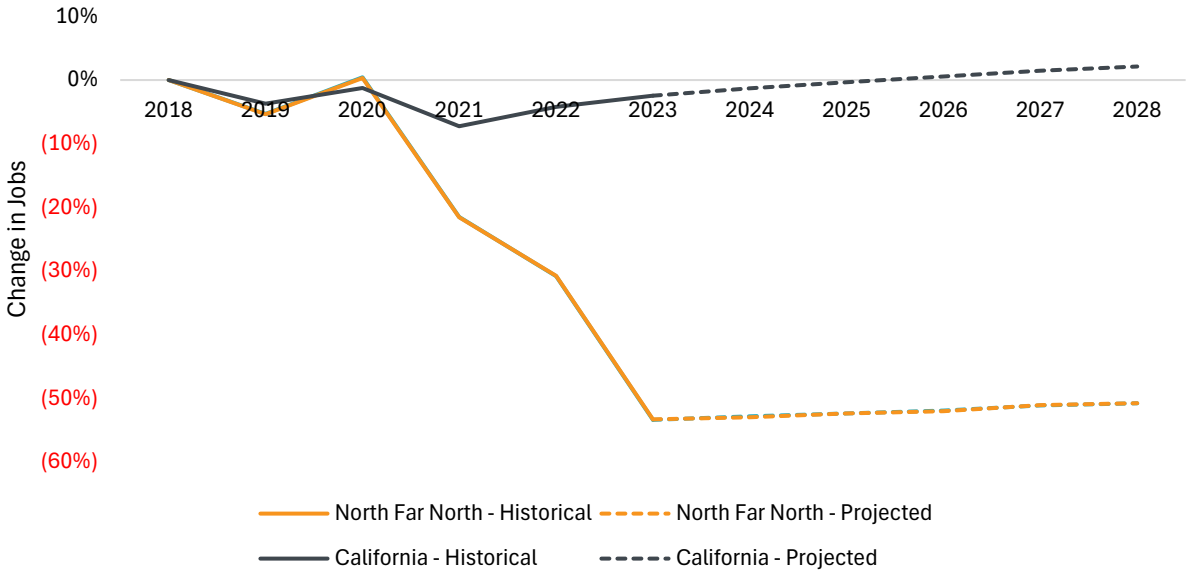
Exhibit 1 summarizes the five-year projected job growth for the studied occupations in the selected subregion and across the 22-county North Far North region and California.¹

Exhibit 1. Employment and projected demand, 2023-2028

Occupation	2023 Jobs	2028 Jobs	2023-2028 Change	2023-2028 % Change	2023-2028 Annual Openings
Air Traffic Controllers	147	155	8	6%	15
North Far North	147	155	8	6%	15
Air Traffic Controllers	3,263	3,417	153	5%	319
California	3,263	3,417	153	5%	319

Exhibit 2 compares ten years' worth of historical and projected annual changes in employment to the base number of jobs in 2018 for the selected subregion and across the 22-county North Far North region and California.

Exhibit 2. Changes in employment, 2018-2028



¹ The 22-county North Far North is a dual region. It is represented by the North (Greater Sacramento) subregion that covers seven counties, including El Dorado, Nevada, Placer, Sacramento, Sutter, Yolo, and Yuba, and the 15-county Far North subregion which includes Butte, Colusa, Del Norte, Glenn, Humboldt, Lake, Lassen, Mendocino, Modoc, Plumas, Shasta, Sierra, Siskiyou, Tehama, and Trinity.

Exhibit 3 presents a list of the industries that employ the highest number of air traffic controllers in the North Far North region.

Exhibit 3. Top industries of employment

Industry	2023 Jobs in Industry	Share of Occupation in Industry
Federal Government	134	91%
Local Government	6	4%
Support Activities for Transportation	6	4%
Educational Services	1	1%
North Far North Totals	147	100%

OCCUPATIONAL EARNINGS

Exhibits 4 and 5 compare the percentile hourly earnings for the selected occupations to the living wage for a single working adult and a working family residing in the county of the community college district that requested this report.^{2,3} For additional information about changes to NFN COE's living wage comparisons, see Appendix B.

Sacramento City College requested this report. The living wage for a single working adult residing in the same county as the community college's district office is \$25.19 per hour.

Please note that the 25th and 75th percentile hourly earnings are used to estimate entry-level and experienced worker wages.

Exhibit 4. Hourly earnings by occupation, 2023



² Living wage is defined as the level of income one working adult with no children must earn to meet basic needs, including food, housing, transportation, healthcare, taxes, and other miscellaneous basic needs. Please note that the 25th-percentile and 75th-percentile hourly wages are used as proxy for entry-level and experienced-level wages.

³ A small family is defined as one working adult and one school aged child (between the ages of 5 and 12 years).

Exhibit 5. Median occupational earnings vs. Community College District's County living wage

Occupation	Median Hourly Earnings	Difference from Working Adult Living Wage (Negative is below LW)
Air Traffic Controllers	\$87.90	\$44.03

JOB POSTINGS

About Job Postings Analysis

This section of the report analyzes recent data from online job postings. Online job postings may provide additional insight into recent changes in the labor market that are not captured by historical trends. However, job postings are not the same as labor market demand; demand is based on projected annual openings.

There are several limitations to analyzing and interpreting online job postings. Employers may post a position multiple times to increase the number of job applicants. Job postings may remain online after a business chooses not to fill a position. Employers may advertise one posting to fill multiple vacancies. And not all jobs are posted online.

Job posting analyses should be used to inform community college curriculum development and to identify potential employers for targeted experiential learning opportunities.

The North Far North COE identified 25 online job postings for the selected occupations across the North Far North. Job posting data comes from and represents unique advertisements newly posted online during the last 12 months, from September 2023 through August 2024.

Top Employers and Job Titles

Exhibit 6 details the number of online job postings for the selected occupations across the studied subregion.

Exhibit 6. Job postings by occupation

Occupation	Unique Job Postings	Share of Job Postings
Air Traffic Controllers	25	100%

Occupation	Unique Job Postings	Share of Job Postings
Total Job Postings	25	100%

Exhibit 7 shows the job titles with the most job postings for the selected occupations across the studied subregion.

Exhibit 7. Jobs titles with the most job postings

Job Title	Number of Job Postings
Air Traffic Control Specialists	6
Supervisory Air Traffic Control Specialists	4
Supervisory Air Traffic Control Specialists/Operations Supervisors	3
Air Traffic Control Specialists Support Specialist	3
Air Traffic Control Specialist Traffic Management Coordinators	2
Air Traffic Managers	2
Weekend Controller/Assistant to the Director	1
Air Traffic Assistants	1
Operations Dispatchers	1
Controllers	1

Exhibit 8 shows the employers with the most job postings for the selected occupations across the studied subregion.

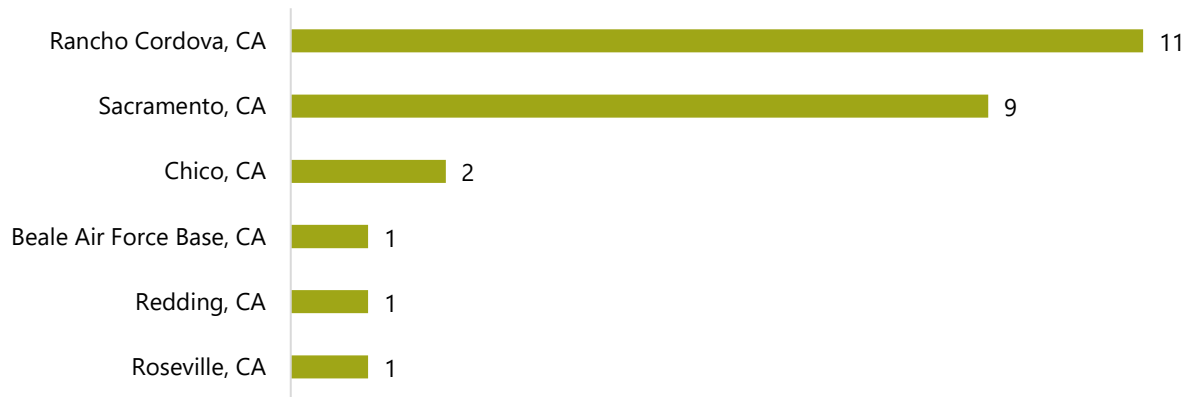
Exhibit 8. Employers with the most job postings

Employer	Number of Job Postings
United States Department of Transportation	12
Serco North America	8

Employer	Number of Job Postings
United States Air Force	1
Worldwide Flight Services	1
Sacramento County	1
Advanced International Aviation Academy	1

Exhibit 9 shows the job postings by city.

Exhibit 9. North Far North cities with the most job postings



Most Requested Qualifications and Skills

Exhibit 10 shows the certifications most requested by employers for the selected occupations across the studied subregion.

Exhibit 10. Most in-demand certifications

Certification	Job Postings
Security Clearance	16
FAA Second Class Medical Certificate	8

Exhibit 11 shows the most requested specialized, common, and software skills for the studied occupations across the studied subregion.⁴

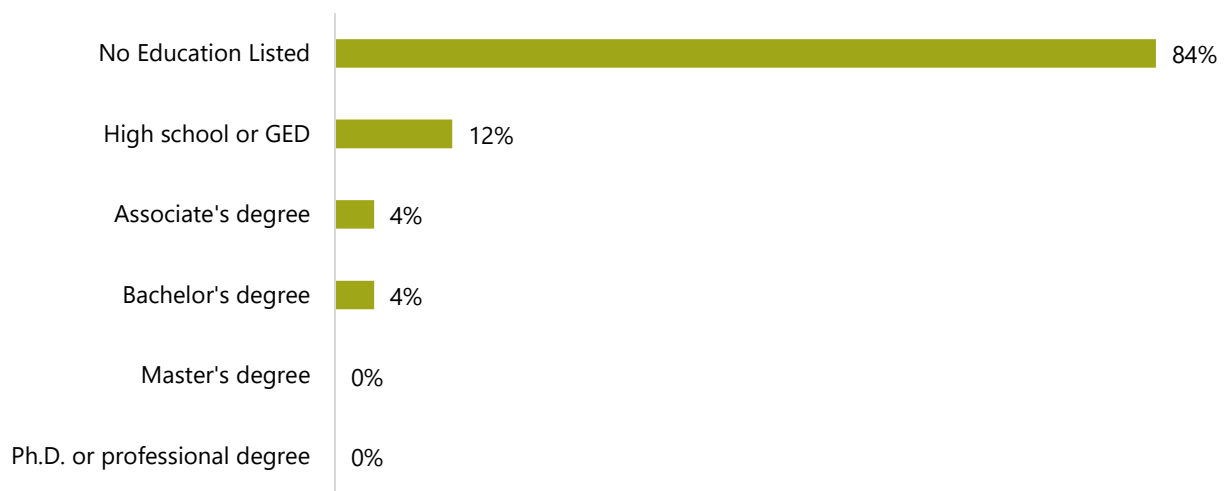
⁴ Specialized skills are those primarily required to perform specific tasks in an occupation. Common skills are typically related to employability; these are skills that are prevalent across many occupations and usually include a mix of interpersonal attributes and soft skills. Software skills are specific to any software tool or programming component used to accomplish tasks in a job.

Exhibit 11. Most in-demand skills

Specialized Skills	Common Skills	Software Skills
Air Traffic Control	Operations	--
Federal Aviation Administration	Management	--
Airspace	Customer Service	--
Aviation	Planning	--
National Airspace System (NAS)	Communication	--
Lighting Systems	Coaching	--
Air Traffic Management	Team Building	--
Surface Weather Observation	Quality Assurance	--
Organizational Performance	Quality Control	--
Workforce Planning	Supervision	--

Exhibit 12 shows the employer-preferred minimum level of education for job postings related to the studied occupations across the subregion.

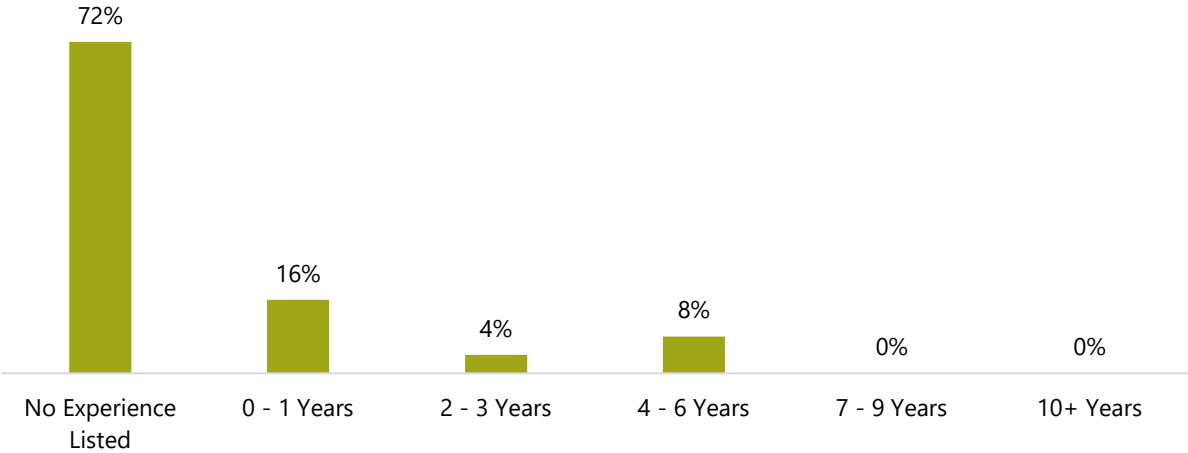
Exhibit 12. Employer-preferred education levels for the studied occupations



Note: Employers may include more than one level of education as a hiring requirement in a job posting. As a result, the values in the chart may sum to greater than 100%.

Exhibit 13 shows the employer-preferred minimum level of experience for job postings related to the studied occupations across the subregion.

Exhibit 13. Employer-preferred job experience for the studied occupations

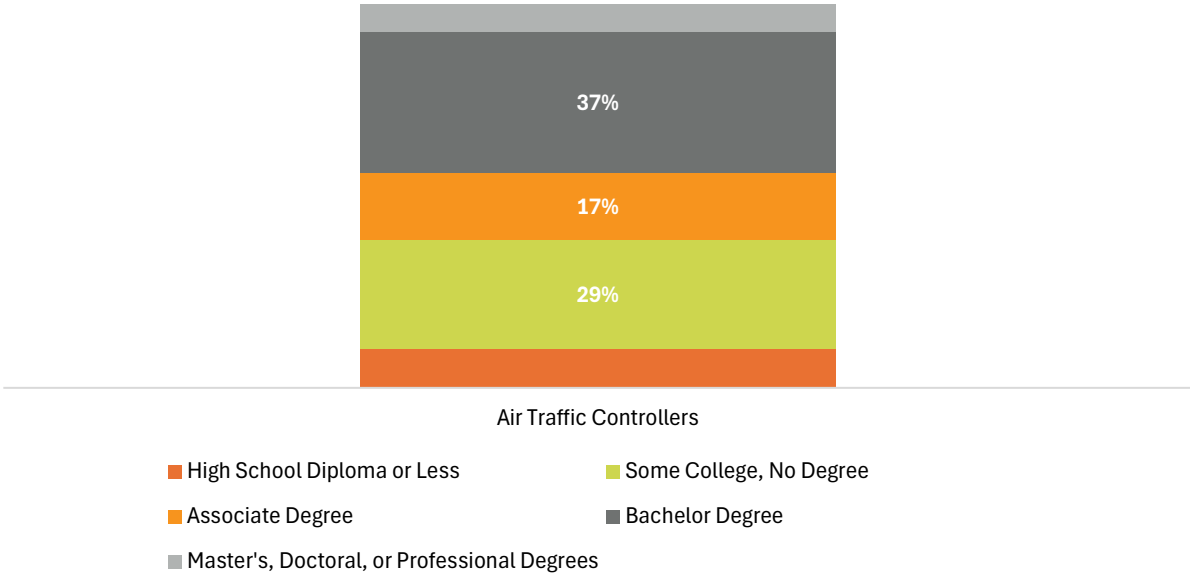


Note: Employers may include more than one level of education as a hiring requirement in a job posting. As a result, the values in the chart may sum to greater than 100%.

EDUCATION AND TRAINING REQUIREMENTS

The U.S. Census Bureau collects data on the highest education level achieved by workers across all occupations. Exhibit 14 shows the educational attainment of the current workforce employed in the studied occupations across the United States.

Exhibit 14. U.S. educational attainment for workers 25 years and older by occupation, 2019 and 2021



The U.S. Bureau of Labor Statistics (BLS) uses a categorical system to assign typical entry-level education and job requirements to each occupation for which the BLS publishes projection data. These categories include entry-level education, work experience in a related occupation, and on-the-job training. Exhibit 15 shows the typical entry-level job requirement by occupation.

Exhibit 15. Typical entry-level job requirements for the studied occupations

Occupation	Entry-level Education Requirements	Work Experience Requirements	On-The-Job Training Requirements
Air Traffic Controllers	Associate's Degree	None	Long-term on-the-job training

EDUCATIONAL SUPPLY

Educational supply for an occupation can be estimated by analyzing the number of awards issued in related Taxonomy of Programs (TOP) or Classification of Instructional Programs (CIP) codes. Exhibit 14 shows the TOP and CIP codes for educational programs related to the selected occupations.

Exhibit 14. TOP and CIP codes for training programs related to the selected occupations

TOP Programs and Codes	Aligned CIP Programs and Codes
<ul style="list-style-type: none"> Air Traffic Control (3020.30) 	<ul style="list-style-type: none"> Air Traffic Controllers (49.0105)

Community College Supply

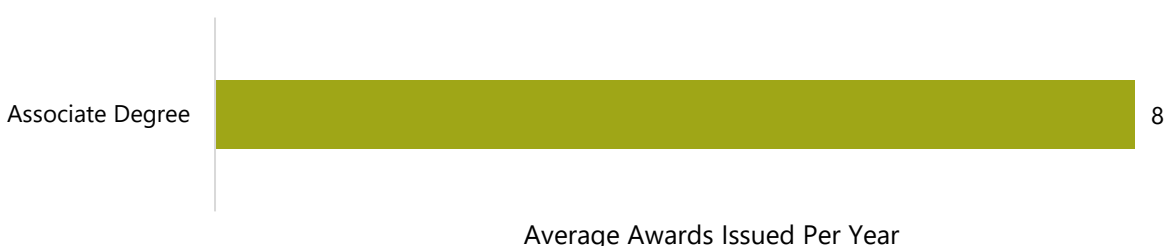
Exhibits 15 and 16 summarize the three-year average of certificates and degrees conferred by the selected subregion's community college programs relevant to the studied occupations.

Exhibit 15. Average annual community college awards by TOP program

TOP Program and Code	College	Annual Awards 2020-21	Annual Awards 2021-22	Annual Awards 2022-23	3-Yr Annual Awards Average
Air Traffic Control-302030	Sacramento City	7	10	8	8
	Grand Total	7	10	8	8

Note: Values in the table are rounded to the nearest whole number; however, subtotals and totals are calculated using unrounded values.

Exhibit 16. Average annual community college awards by award type



Other Postsecondary Supply

Sacramento City College is the only institution in the North Far North that offers a direct path to becoming an air traffic controller. However, there are several other educational institutions and

training facilities that offer programs across the state; many of these programs are part of the FAA's Air Traffic Collegiate Training Initiative (AT-CTI), which provides the foundational education required for air traffic control careers. Awards data for private training providers is not available.

- Mt. San Antonio College
 - Location: Walnut, California (near Los Angeles, but most likely a key program for Northern California residents)
 - Program: Mt. SAC offers an Associate of Science degree in Aviation Science, with a focus on air traffic control. The program includes AT-CTI-approved coursework designed to prepare students for the FAA Academy.
- San Jose State University
 - Location: San Jose, California
 - Program: San Jose State University offers a Bachelor's Degree in Aviation with a concentration in aviation management and operations. While not directly an AT-CTI program, this program includes coursework related to air traffic control and provides a strong foundation for aspiring controllers.
- University of California, Berkeley (UC Berkeley Extension)
 - Location: Berkeley, California
 - Program: UC Berkeley Extension offers aviation-related courses, though they are more focused on aviation management and operations rather than specific air traffic control certification. This could be useful for students looking to build general aviation knowledge.
- Skyline College (San Bruno)
 - Location: San Bruno, California (Bay Area)
 - Program: Skyline College offers courses in aviation-related fields, including an Associate of Science degree in Aviation Management. While not an air traffic control-specific program, it provides foundational knowledge relevant to the aviation industry.
- Alternative Path: Military Air Traffic Control Training
 - If you have military experience, the military offers air traffic control training that may transfer to a civilian ATC career. Veterans with air traffic control experience may be eligible for FAA hiring without completing an AT-CTI program.

FINDINGS

This report focuses on one occupation in the air traffic control career pathway: air traffic controllers (53-2021).

Occupational Demand

- The North Far North contained 147 air traffic control jobs in 2023. These jobs are projected to increase by 6% over the next five years, adding eight new jobs to the subregion by 2028.
- Air traffic control jobs in the North Far North region have steadily decreased since 2020. Over three years, from 2020 to 2023, the region saw a loss of 169 jobs, representing a decline of over 50%. This job reduction coincided with the pandemic.
- An analysis of staffing patterns reveals that the federal and local governments employ most air traffic control jobs. Ninety-five percent of air traffic jobs are found in public agencies across the region. See Appendix C for a list of contracted towers.
- Looking forward, air traffic control jobs are projected to grow at the same rate in the North Far North as in California – 5% and 6%, respectively.
- Over the next five years, air traffic control jobs are projected to have 15 annual openings across the North Far North.
- According to the 2024-2033 Air Traffic Controller Workforce plan, the FAA has increased its hiring goal to 1,800 new hires for FY 2024 and an average hiring goal of more than 1,700 controllers for the next several years.⁵ The number of controllers projected to be hired through FY 2033 is 17,125.
 - How this will unfold at the state level in California and within the North Far North region remains uncertain. However, the FAA's plans to increase its hiring capacity are likely to drive higher demand for air traffic controllers both statewide and nationally.

Wages

- Analysis of wage data shows that air traffic controllers have median hourly earnings that are \$44 above the single working adult living wage of \$25.19 per hour in the Los Rios Community College District.

Job Postings

- In the last 12 months, there were 25 online job postings for air traffic controllers.

⁵ Federal Aviation Administration. The Air Traffic Controller Workforce Plan: 2024-2033. May 9, 2024. Accessed September 24, 2024. <https://www.faa.gov/sites/faa.gov/files/afn-aba-2024.0509-cwp.pdf>.

- Half of the job postings came from federal government agencies, such as the U.S. Department of Transportation and the U.S. Air Force. Additionally, ten job postings came from private companies, including Serco North America, Worldwide Flight Services, and Advanced International Aviation Academy.
 - Serco North America is a global provider of services to government and public sector agencies. It ranked second among companies with the highest number of job postings for air traffic controllers.
 - Advanced International Aviation (AIA) Academy is a private flight school based at Sacramento Executive Airport. AIA provides FAA Part 141 certified courses, including training for private pilots, commercial single-engine pilots, instrument ratings, multi-engine ratings, and a professional airline pilot program.

Education and Training Requirements

- Forty-six percent of incumbent air traffic controllers have educational attainment levels consistent with community college offerings (some college or associate degrees).
- Another 37% of workers employed as air traffic controllers hold a bachelor's degree.
- The typical entry-level educational requirement to become an air traffic controller is an associate degree. Most candidates without prior experience complete an FAA-approved air traffic control program.

Postsecondary Supply

- Sacramento City College is the only North Far North community college to offer training related to air traffic controllers. Its program conferred an average of 8 associate degrees in air traffic control programs over the last three academic years (2020-21 through 2022-23).

RECOMMENDATIONS

Supply Gap

- A comparison of occupational demand and educational supply suggests an undersupply of air traffic controllers across the North Far North region. With 15 projected annual job openings and only eight average annual awards conferred by local community colleges, the gap is noticeable.

Living Wage

- Air traffic controllers earn median hourly wages that meet or surpass the living wage of \$25.19 for a single working adult living in the same county as the Los Rios Community College District.

Education

- Air traffic controllers have educational requirements that are in line with community college programs. An associate degree is the standard entry-level requirement, with 46% of workers in this field having completed some college or an associate degree as their highest level of education.

New Program Recommendation		
<p>Move forward with the new program.</p> <p><input checked="" type="checkbox"/></p>	<p>Proceed with caution</p> <p><input type="checkbox"/></p>	<p>A new program is not recommended.</p> <p><input type="checkbox"/></p>

Program Modification	
<p>Move forward with program modifications.</p> <p><input checked="" type="checkbox"/></p>	<p>Program modifications are not recommended.</p> <p><input type="checkbox"/></p>

APPENDIX A. METHODOLOGY AND SOURCES

This report includes occupations identified by using the Center of Excellence TOP-to-CIP-to-SOC crosswalk and the O*Net OnLine education crosswalk. This report's findings were primarily determined with labor market and educational supply data from the Bureau of Labor Statistics (BLS), Lightcast, and the California Community Colleges Chancellor's Office.

Data sources include:

"The Chancellor's Office Curriculum Inventory System (COCI)." California Community Colleges Curriculum Inventory (COCI), 2024. <https://coci2.ccctechcenter.org/>.

Glasmeier, Amy K. "Living Wage Calculator." Living Wage Calculator, 2024. <https://livingwage.mit.edu/>.

Integrated Postsecondary Education Data System (IPEDS). National Center for Education Statistics. U.S. Department of Education. <https://nces.ed.gov/ipeds/>.

Labor Market Information Division. California Employment Development Department. <https://labormarketinfo.edd.ca.gov/>.

Lightcast 2024.3; QCEW Employees, Non-QCEW Employees, and Self-Employed. <https://lightcast.io/>.
(Notes: Occupational employment data are based on final Lightcast industry data and final Lightcast staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors)).

Management Information Systems (MIS) Data Mart. California Community Colleges Chancellor's Office. <https://datamart.cccco.edu/>.

O*NET OnLine. U.S. Department of Labor/Employment and Training Administration (DOL ETA). <https://www.onetonline.org/>.

Self-Sufficiency Standard Tool for California. The University of Washington. <http://www.selfsufficiencystandard.org/>

"Taxonomy of Programs." California Community Colleges Chancellor's Office. June 2012, 6th Edition. <https://www.cccco.edu/-/media/CCCCO-Website/About-Us/Divisions/Educational-Services-and-Support/Academic-Affairs/What-we-do/Curriculum-and-Instruction-Unit/Files/TOPmanual6200909corrected12513pdf.ashx>

"TOP-CIP-SOC Crosswalk." Centers of Excellence for Labor Market Research. June 2021 Edition. <http://coecc.net/>

APPENDIX B. WAGES AND THE LIVING WAGE

About Occupational Earnings

Occupational earnings data comes from the Bureau of Labor Statistics' Occupational Employment Statistics dataset. It is collected from the employer's perspective, meaning that earning data is pre-tax and based on the place of the employee's work (rather than where they live). Occupational earnings are reported based on hourly income and include base rate pay, commissions, cost of living allowances, guaranteed pay, hazard pay, incentive pay, longevity pay, production bonuses, and tips. Occupational earnings do not include bonuses, reimbursements, overtime pay, relocation allowances, severance pay, etc.

The NFN COE reports on occupational earnings using percentile earnings. Percentile earnings are typically broken into 10th, 25th, 50th (median), 75th, and 90th percentiles and are used to show the distribution of wages for workers employed within an occupation. For example, the 25th percentile hourly earnings for childcare workers employed across the North Far North (NFN) region is \$15.50. This means that in 2023, 25% of the North Far North's childcare workers earned up to but no more than \$15.50 per hour. Childcare workers in the North Far North have a 90th percentile wage of \$23.72, meaning that 90% of childcare workers employed across the region earn up to \$23.72 per hour. The NFN COE uses the 25th and 75th percentile hourly wages as a proxy to estimate wages for entry-level and experienced workers.

Living Wage

A living wage is the level of income one adult working full-time must earn to meet their minimum basic needs where they live, all while being self-sufficient. The basic needs that factor into a living wage calculation include food, housing, childcare (for those with children), healthcare, transportation, broadband and mobile access, taxes, and other necessities (like clothing, personal care products, and household furnishings and supplies).

The NFN COE currently uses the most recent version of the [MIT Living Wage Calculator](#) to estimate the living wage for each community college district and uses the living wage for a single, working adult without dependents. A working adult is assumed to work 2,080 full-time hours, which is equivalent to 40 hours a week for 52 weeks per year. The NFN COE will revise this practice as needed to ensure continued alignment with the Chancellor's Office.

Comparing occupational earnings to the living wage

Prior to the 2024-25 fiscal year, the NFN COE compared the 25th percentile hourly earnings of an occupation employed in the subregion to a subregional average living wage for one single, working adult (no dependents) residing in a county located in the North or Far North subregions.

Beginning in the fall of the 2024-25 fiscal year, the NFN COE will compare the median hourly earnings of an occupation employed in the subregion to the living wage for one single, working adult (no dependents) residing in the same county as the community college district that initially requested this report. This change aligns with the definition used by the Chancellor's Office to determine the proportion of students who attained a living wage after exiting the California Community College system in the Student Success Metrics (SM 802Sx) and Community College Pipeline (CP 802). The NFN COE will revise this practice as needed to ensure continued alignment with the Chancellor's Office.

Living Wage by County of Community College District Office Location

Community College District (CCD)	Location of District Office (County)	2024 Living Wage – One Working Adult
Butte-Glenn	Butte	\$21.95
Feather River	Plumas	\$21.39
Lake Tahoe	El Dorado	\$27.15
Lassen	Lassen	\$21.13
Los Rios	Sacramento	\$25.19
Mendocino-Lake	Mendocino	\$23.08
Redwoods	Humboldt	\$21.48
Shasta-Tehama-Trinity Joint	Shasta	\$21.93
Sierra Joint	Placer	\$28.33
Siskiyou Joint	Siskiyou	\$20.89
Yuba	Sutter	\$23.22
<i>California minimum wage - all industries except fast food and healthcare</i>		\$16.00
<i>California minimum wage - fast food (eff. April 1, 2024)</i>		\$20.00
<i>California minimum wage – Healthcare (effective date is unknown)</i>		\$18-23, depending on type of facility

Sources: 1) MIT Living Wage Calculator (<https://livingwage.mit.edu/>) and 2) State of California Department of Industrial Relations (https://www.dir.ca.gov/dlse/minimum_wage.htm).

APPENDIX C. FAA CONTRACT TOWERS

Exhibit C provides a list of contract towers found in California.⁶ Contract towers are air traffic control towers staffed by employees of private companies rather than the FAA. Of the 246 facilities across the U.S., 21 are in California. Those located in the North Far North are marked with an asterisk (*).

Exhibit C. Contract towers across California

Facility	City
Brown Field Tower	San Diego, CA
Chico Tower*	Chico, CA
Castle Tower	Atwater, CA
Fox Tower	Lancaster, CA
Fullerton Tower	Fullerton, CA
Hawthorne Tower	Hawthorne, CA
Mather Tower*	Mather, CA
Modesto Tower	Modesto, CA
Oxnard Tower	Oxnard, CA
Palmdale Tower	Palmdale, CA
Ramona Tower	Ramona, CA
Redding Tower*	Redding, CA
Riverside Tower	Riverside, CA
Sacramento Executive Tower*	Sacramento, CA
Salinas Tower	Salinas, CA
San Bernadino	San Bernadino, CA
San Carlos Tower	San Carlos, CA
San Luis Tower	San Luis Obispo, CA
Santa Marisa Tower	Santa Maria, CA
Victorville Tower	Victorville, CA
Whiteman Tower	Pacoima, CA

⁶ Federal Aviation Administration. *FAA Contract Tower Program: Facility List*. Accessed September 24, 2024. https://www.faa.gov/about/office_org/headquarters_offices/ato/fct_list.

Funding Acknowledgement: This report was made available with Strong Workforce Program funding from the North Far North Regional Consortium.

COVID-19 Statement: This report includes employment projection data produced by Lightcast (formerly EMSI). Employment projections are developed using models based on historical data, which in this set of projections covers the period through 2021. Most input data, therefore, precedes the pandemic. Employment projections are long-term projections intended to capture structural changes in the economy, not cyclical fluctuations. As such, projections data are not intended to capture the impacts of the recession that began in February 2020. Cyclical fluctuations, like recessions, impact projections when they become part of the historical data set.

Important Disclaimer: All representations included in this report have been produced from primary research and/or secondary review of publicly and/or privately available data and/or research reports. Efforts have been made to qualify and validate the accuracy of the data and the reported findings; however, neither the Centers of Excellence, COE host District, nor California Community Colleges Chancellor's Office are responsible for applications or decisions made by recipient community colleges, or their representatives based upon components or recommendations contained in this study.

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