

**MILKEN
INSTITUTE**
CENTER FOR
REGIONAL ECONOMICS

**Milken Institute
Center for Regional Economics
Engagement Opportunities for Discussion**

SANTA MONICA COLLEGE

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ABOUT THE CENTER FOR REGIONAL ECONOMICS

Founded in 1991 by Chairman Mike Milken, the Milken Institute is a nonprofit, nonpartisan think tank that helps people build meaningful lives, in which they can experience health and well-being, pursue effective education and gainful employment, and access the resources required to create ever-expanding opportunities for themselves and their broader communities.


The **Center for Regional Economics**, a programmatic center of the Milken Institute, **produces research, programs, and events designed to inform and activate innovation and policy solutions to drive job creation and industry expansion.** The Center accomplishes this by leveraging the Institute’s network of policymakers, investors, and leaders across the private and public sectors to catalyze innovation across regions.

The Center cultivates, informs, and educates a coalition of impact influencers across three main focus areas:

- *Building Better Cities* – Promotes best practices for sustained economic development and creates the frameworks necessary to overcome governance barriers and funding gaps
- *Expanding Global Trade* - Provides analysis of trade policy to help entrepreneurs, small businesses, and capital providers navigate the opportunities and challenges presented by globalization
- *Supporting Knowledge-Based Growth* – Helps target investment opportunities by developing metro- and state-level indexes and conducting industry-specific analysis.

With the largest, most forward-thinking economy in the U.S. and the greatest capacity for innovation, the Center utilizes California as a model for best practices that can be replicated in regions throughout the country. Through its independent research, the Center has published a body of work that focuses on how institutions of higher education can prepare its students for the future of work. Recent publications include [Preparing California for the Future of Work: Creating Equity by Addressing the Access Gap](#) (2020), [Accelerating Workforce Housing Across California](#) (2019), [Building a Knowledge Economy—How Academic R&D Supports High-Tech Employment](#) (2018), and [Concept to Commercialization: The Best Universities for Technology Transfer](#) (2017).

California’s Ocean Economy and the Future of Work



As a result of the COVID-19 pandemic, California is facing profound job loss across countless industries. As of July 2020, California is facing a staggering 14.9% unemployment rate, up from 4% before the pandemic hit; in Los Angeles County the toll is even higher at 17.5%. Recognizing the devastating impact of this crisis and acknowledging the parallel challenge of climate change, California must use this moment to be a leader in climate conscious workforce development. The ocean or blue economy offers a new landscape of workforce opportunities including carbon capture technologies, sustainable aquaculture, robotics, and more. Now is the time to build a strategy for the future of the workforce.

Based on the findings of the LA County Economic Development Corporation's February 2020 report—[The Ocean Economy in Los Angeles County: Economic Impact Analysis](#)—harnessing the potential of California's ocean economy is critical pathway for job creation. As of 2018, California's Ocean Economy supported 1.035 million jobs (direct, indirect and induced), or roughly seven percent (7%) of the state's total workforce, and over \$53 billion in total labor income. In 2018, LA County's Ocean Economy supported 200,400 total jobs (direct, indirect and induced), produced over \$34 billion in regional output, added \$20 billion to the gross county product, yielded over \$12 billion in labor income, and generated \$1.7 billion in local taxes. The marine transportation and tourism sectors, which employ 52,070 and 57,270 workers, respectively, are the industry's largest local employment contributors in LA County. By 2023, LA County's Ocean Economy is forecasted to grow significantly, directly employing 126,000 workers by 2023 and generating \$80.1 billion in regional output, \$49.8 billion in additional gross county product and \$69.2 billion in personal income over the five-year period between 2019 and 2023. Globally, the Ocean Economy is projected by the OECD to double to \$3 trillion over the next decade.

Building an Ocean Economy Workforce for the Los Angeles Region

To fully realize the opportunity of the ocean economy, California must: 1) support the development of new technologies, implement skills driven curriculum and provide support for entrepreneurs through valuable employer partnerships and industry knowledge-sharing, 2) educate local and Sacramento policymakers on how to best support this rapidly growing sector, and 3) convene public and private-sector stakeholders, investors, and philanthropists to support for the emerging Blue Economy.

With support from Santa Monica College, the Milken Institute will develop a roadmap for skills development and job creation to accelerate California's ocean economy in the Los Angeles region and develop a more sustainable workforce.



Phase I. Landscape Analysis of the Emerging Ocean Economy Job Market and Skills Development

In order to assess the demand of the Los Angeles ocean economy job market and better understand skills development needs for entry-level jobs in the emerging ocean economy (e.g. robotics, aquaculture, biotech, renewable energy) throughout the region, the Institute team will conduct a **comprehensive landscape analysis of the current state of the ocean economy in Los Angeles County, potential challenges, and forthcoming opportunities**. In addition to desktop research, the analysis will include 35-45 stakeholder interviews with community college staff members to understand curriculum development needs, as well as interviews with key business leaders in the ocean economy including biotech, engineering and robotics, genomics, aquaculture, and more.

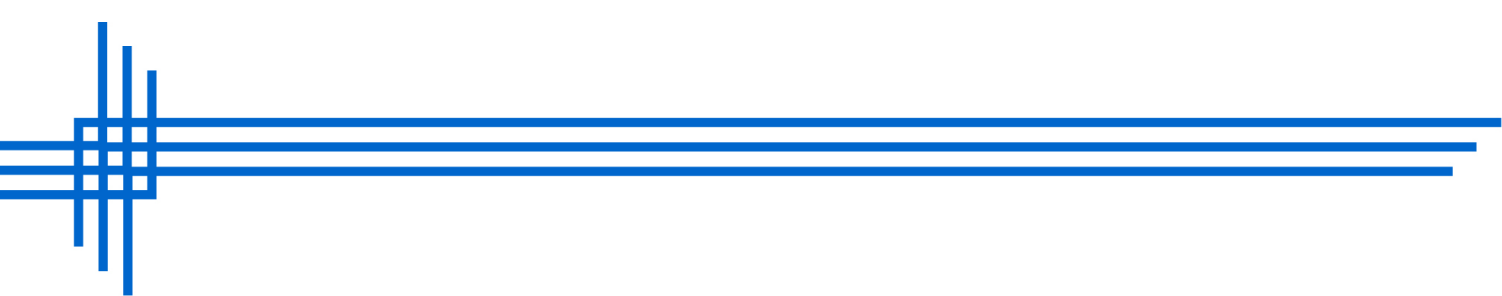
The Institute team will draw upon its expansive network in order to gather firsthand insights from stakeholders such as students and higher education institutions, local and regional business sectors, philanthropy, and local and state policy leaders. Potential interviewees could include AltaSea, Los Angeles Economic Development Corporation, Los Angeles Cleantech Incubator, Los Angeles Chamber of Commerce, California Community Colleges, California International Trade Center, California Life Sciences and Manufacturing Association, Port of Long Beach, and WorkingNation, among others.

Deliverables:

- *Brief summary of landscape analysis findings (internal document)*

Phase II. Blue Economic Development Roundtable

Alongside The Institute will host a **virtual, half-day interactive roundtable** to build consensus and partnerships between stakeholders to accelerate the Los Angeles County ocean economy. Moderated by an Institute expert, the roundtable will include 30-40 active participants including city and county leadership, policymakers, experts, business leaders, and key leaders of the ocean economy to encourage buy-in and support of the growth of the industry. Ahead of the convening,



key discussants will be selected to present regional opportunities for growth in California’s ocean economy, as well as highlight shared industry challenges.

Participants will be selected and vetted during the landscape analysis interview process. Key findings from the analysis will be shared with participants ahead of the convening to encourage engaged, candid, and knowledgeable dialogue.

Deliverables:

- *One (1) virtual roundtable convening*

Phase III. Blue Economy Summary Briefing

Using the findings from the landscape analysis and convening, the Institute team will create **a brief summary document that will serve as a roadmap for workforce development for the Los Angeles County ocean economy**. Roadmap components could include key areas of curriculum and credential development, quantitative and qualitative findings from ocean economy business leaders, and recommendations for accelerating the ocean economy such as policy recommendations, public-private partnerships, and more.

The summary briefing will be published across the Milken Institute’s digital platforms and will be shared with its network, ensuring that the project’s findings reach a broad audience that can use their resources and power to drive sustainable jobs forward.

Deliverables:


- *One (1) summary report briefing*

Timeline

The project activities will be carried out on a 10-month timeline. Pending project start date and scope, the prospective timeline for activities is as follows:

- January – March 2021 – Landscape analysis development
- March 2021 – June 2021 – Blue Economic Development Roundtable planning and execution
- July 2021 – September 2021 – Briefing creation, publication, and dissemination

Budget



In order to support the activities outlined above, the Institute would request \$100,000 of support from Santa Monica College, towards the project's full budget of \$200,000. Funds would cover \$75,000 in personnel expenses, and \$25,000 in other expenses related to:

- Virtual convening costs (includes events, business development and technology support, .)
- Transcription costs including video and photography
- Brief creation including professional services (design, editing, imagery, etc.)
- Miscellaneous costs including supplies, access to databases, indirect fees, etc.

Project Team

Several members of the Milken Institute Center for Regional Economics team will be deployed for this project:

Matt Horton (Project Lead)

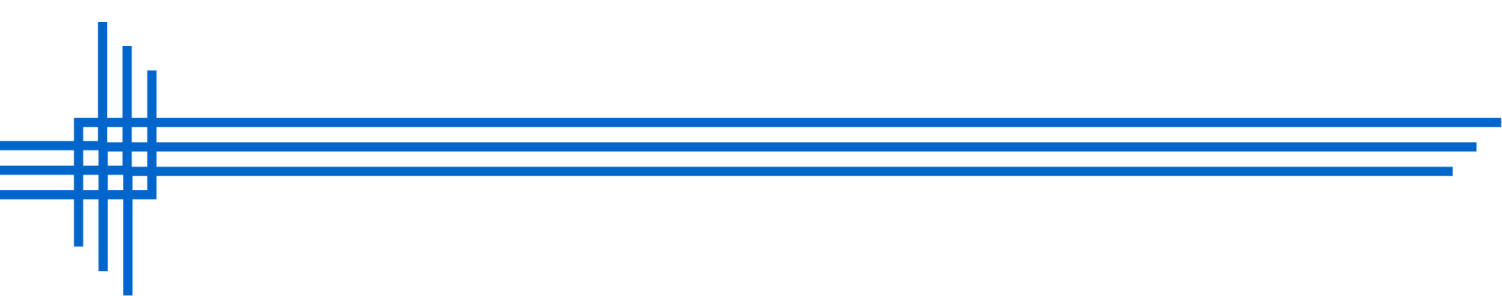
Director, Center for Regional Economics

Matt Horton is a director of the Milken Institute Center for Regional Economics. In that capacity, he interacts with government officials, business leaders, and other key stakeholders to provide outreach and support for California research and policy efforts while developing programming and coordinating forums, briefings, and stakeholder meetings. He also monitors policy developments at the local, state, and federal levels for their potential impact on the state's position as a global economic leader. Horton works to enhance the center's statewide impact and its efforts to promote best practices. Previously, he worked for the Southern California Association of Governments, the nation's largest metropolitan planning organization. Horton served as the primary point of contact for external affairs with elected officials as well as sub-regional, state, and federal stakeholders in Los Angeles and Orange counties while helping leaders in Southern California develop plans to address growth and improve quality of life. Horton currently sits on the Advisory Board of WorkingNation, Lift to Rise and the Infrastructure Funding Alliance

Kevin Klowden (Project Advisor)

Executive Director, Center for Regional Economics

Kevin Klowden is the executive director of the Milken Institute's Center for Regional Economics and California Center. He specializes in the study of key factors that underlie the development of competitive regional economies (clusters of innovation, patterns of trade and investment, and concentration of skilled labor), and how these are influenced by public policy and in turn affect regional economies. On a national level, he is heavily involved in issues of capital access for small business, including serving as chair of the U.S. Department of Commerce's Trade Finance Advisory Council. He also helps to coordinate the Partnership for Lending in Underserved Markets initiative with the U.S. Small Business Administration, which focuses on funding for African-American and



Latino small businesses. His areas of expertise include technology-based development, capital access, infrastructure, the global economy, media, and entertainment.

Klowden was the lead author of "Strategies for Expanding California's Exports," which examined the vital role trade and exports play in the state economy, and its underperformance relative to the country over the past decade. Further work on trade and investment has included "A Golden Opportunity with China: How California Can Become an Even Bigger Destination for Chinese Foreign Investment." He has also written on the role of transportation infrastructure in economic growth and job creation in reports such as "California's Highway Infrastructure: Traffic's Looming Cost" and "Jobs for America: Investments and Policies for Economic Growth and Competitiveness," as well as in publications including The Wall Street Journal.

He has addressed the role of technology-based development in publications such as the "2014 State Technology and Science Index," "North America's High-Tech Economy," and location-specific studies on Arkansas and Arizona. In addition, Klowden was the lead author of several studies on the economics of the entertainment industry, including "New Skills at Work: Keeping Los Angeles at the Cutting Edge in an Evolving Industry," "A Hollywood Exit: What California Must Do to Remain Competitive in Entertainment—and Keep Jobs," "Fighting Production Flight: Improving California's Filmed Entertainment Tax Credit Program," "Film Flight: Lost Production and Its Economic Impact in California," and "The Writers' Strike of 2007-2008: The Economic Impact of Digital Distribution"—each of which analyzes the changing dynamics of the entertainment industry. Klowden is a frequent speaker on state fiscal issues and has served on multiple advisory boards on business growth, economic development, and infrastructure. He holds graduate degrees from the University of Chicago and London School of Economics.

Eugene Cornelius, Jr. (Project Advisor)

Senior Director, Center for Regional Economics

Eugene Cornelius, Jr. is the Center for Regional Economics Senior Director. Prior to his role at the Institute, he held a distinguished career in public service, most recently as Senior Advisor to the Office of International Trade, U.S. Small Business Administration (SBA). After successfully setting up and organizing the Office of International Trade at the U.S. Small Business Administration, as Deputy Associate Administrator, Gene accepted a one year detail to the International Council of Small Business (ICSB), located at George Washington University, where he brought his extensive international experience and executive leadership to the design, development, and delivery of the ICSB Global program between the United States and ten allied countries around the world that are interested in learning best practices on how to establish small business support agencies. The Program also promotes the facilitation of trade between other countries' small businesses and the small businesses of the United States.



As Deputy Associate Administrator for the Office of International Trade, Gene was responsible for administrating the oversight and execution of four program divisions: (1) The Federal & State Trade Development Division — which focuses on delivery and management of grants program, (2) The International Trade Finance Division — which provides Trade Financing, counseling, and training with SBA's 3 Loan programs via 21 Export Assistance Centers Nationwide, (3) The International Affairs & Trade Policy Division — which focuses on National initiatives, Trade policy mandates, export promotion interagency collaborative efforts, field network and outreach, and (4) Administration & Operations.

He previously served as the Deputy Associate Administrator for Office of Business and Economic Development where he provided senior leadership to over 42% of the Agency's budgeted workforce, ensuring the implementation of its overall goals, programs, and operations. Gene was responsible for management and oversight of over 90 offices covering all 50 States and U. S. Territories.

Gene is a graduate of both the Economic Development Institute at the University of Oklahoma and Acquisition (Level 3) Senior Project Manager Program at American University and is nationally certified as an Associate in Risk Management (ARM). He holds a Bachelor's degree in Business Administration and a Master's degree in Public Administration and is a visiting Scholar at George Washington University. He was awarded the Harvard University School of Business "Bright Idea" for Innovation in American Government Award for the Business Builder economic development initiative. He is a native Chicagoan and life member of Alpha Phi Alpha Fraternity Inc.