

ORANGE COUNTY DEVELOPMENT BOARD – ANAHEIM WORKFORCE DEVELOPMENT BOARD – SANTA ANA WORKFORCE DEVELOPMENT BOARD

# ORANGE COUNTY REGIONAL PLAN



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# REGIONAL PLANNING PROCESS OVERVIEW

**REGIONAL PLAN:** Regional plans and partnerships required by WIOA function under California’s State Plan as the primary mechanism for aligning educational and training provider services with regional industry sector needs in California’s fourteen WIOA Regional Planning Units (RPUs). California state law requires coordination between the K-12, Community Colleges, and WIOA systems and requires the use of sector strategies as the operational framework for the state’s workforce system. These two state mandated requirements are met under the State Plan by making federally required WIOA regional plans and partnerships the primary mechanism for aligning educational and training programs with regional industry sector needs. As such, the main aim of regional plans is the development of “regional sector pathway” programs, including: the identification, utilization, and servicing of career pathway programs aligned with regional industry sector needs in each of the RPUs.

## INTRODUCTION

The Workforce Innovation and Opportunity Act (WIOA) federal legislation is the first legislative reform in fifteen years for the public workforce system. Passed in congress by a wide bipartisan majority in 2014, the first year of WIOA was dedicated to the transition from the Workforce Investment Act (WIA) of 1998. The second program year of WIOA focused on implementation. As we enter into the third program year, WIOA’s foundation has set the stage for more agile state and local boards that are well-positioned to meet local and regional workforce needs. As such, with significant input and collaboration with the local area boards, businesses, education, and community partners, the Orange County Region (OC Region) has come together to develop this 4-Year Strategic Regional Workforce Plan (2017-2020).

This Orange County Regional Plan (OC Regional Plan) is focused on constructing a regional training, education, and workforce architecture that aligns with the Orange County regional labor market. Individuals will access and experience this regional workforce architecture primarily through local service delivery efforts outlined in the local plan included as part of the OC Regional Plan. In this regard, this regional plan communicates the vision and strategies that were developed with inclusive feedback and input from key partners and stakeholders providing leadership, employment, education, and services in the region. This plan provides direction on strategies and activities that will strategically align workforce development in the region to facilitate regional collaboration, promote industry alignment, enhance system integration, improve business engagement, foster consistency of service delivery, increase sustainable pipelines of skilled workers, and implement best practices. This plan will build on past successes, and provide strategic plans to continue to improve job and career options for the region’s workers and job seekers through an integrated, demand-driven workforce system that links diverse talent to regional business needs. The focus of these regional planning efforts has been, and will continue to be, the development of a strong, vibrant regional economy where businesses thrive and people want to live and work.

## REQUIRED PLAN ELEMENTS:

The OC Regional Plan has met and exceeded the requirements set forth in the Workforce Innovation and Opportunity Act (WIOA) federal legislation, the State of California’s Unified Strategic Workforce Development Plan- “Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity” (2016-2020), and the California Employment Development Department Workforce Services Directive on Regional and Local Planning Guidance (WSD16-07). The final directive (WSD16-07) issued from the state (Employment Development Department Workforce Services and the California Workforce Development Board) provides policy guidance and establishes the procedures regarding the preparation of both regional and local plans required by WIOA and includes some additional state-imposed requirements.

**The OC Regional Plan has met and exceeded these state requirements as addressed in the below narrative sections of the plan as identified in bold orange text headings prior to each applicable narrative response.**

WIOA Section 106(c) requires the local boards and chief elected officials in each planning region to engage in regional planning that results in “Regional Coordination” identified as eight Regional Planning Unit (RPU) requirements, commonly referred to as the A-H requirements.

***\*\*The OC Regional Plan has met and exceeded these WIOA requirements as addressed in the narrative sections of the plan, as identified in italics in the blue call out boxes preceding applicable content\*\****

It should be noted that, based on State content requirements, there may be minimal repetition in the plan narrative in response to address said requirements. This fact does not in any way diminish the value of the information communicated in the plan.

**In addition to meeting federal and state requirements, key features of the OC Regional Plan include:**

**Target Audience:** While the OC Region recognizes that the 4-Year Strategic Local Workforce Plan is subject to state-level review, the OC Regional Plan has been written and is structured for a broader audience, including the full range of business, labor, education, workforce development, economic development, social services, and community-based stakeholders who support and influence the workforce system. It is also expected that the OC Regional Plan will be meaningful to the various businesses and job seekers who are the principal customers of the workforce system.

**Planning, Research and Analysis:** Imbedded in the design and development of these regional strategies are current labor market research and analysis of the OC Region including, but not limited to: local economic conditions, demographic data, workforce and education trends, and research on successful best practices. Evidence-based, data-driven research, and partner/stakeholder input provide the foundation for the goals and objectives that comprise this 4-year strategic regional workforce plan.

**Achieving Goals and Objectives:** The OC Regional Plan includes strategic goals for the four-year (2017-2020) period that the plan is in effect. This plan is intended to be a dynamic/living document that may be revisited and refined as regional needs, priorities, and strategies shift. As prescribed in the state directive, at the end of the first 2-year period of the 4-year local plan, the local boards within the planning region will review the regional plan and revise as needed to reflect changes in regional needs, such as: changes in labor market and economic conditions. This plan will provide a framework to define roles, outline commitments to action, identify resource allocations across systems, and establish strategies and activities to be locally competent, regionally responsive, and globally competitive. Specific activities to reach regional goals are to be defined in the OC Local Plan.

**Local Plan:** The OC Local Plan is informed by the overarching regional plan. The regional plan informs and guides how services are delivered at a local level, as described in the local plan, in a way that feeds into the architecture created by the regional plan. The OC Local Plan will specify strategic activities related to regional goals and overarching regional strategy as defined in the regional plan. WIOA section 106 notes that local plan is considered as part of the regional plan and is therefore to be included and submitted with the designated Regional Planning Unit (RPU) regional plan to the state for approval. It should be noted that some local plan content requirements may be addressed in the comprehensive OC Regional Plan and as such, narrative in response may simply indicate and reference the way local services and operations are integrated into broader RPU regional efforts in these areas as developed in consultation with required planning partners. A summary of portions of the local plan that are being addressed in the narrative content of the regional plan are identified in local plan- section 3Liii accordingly.

### **Regional Planning Process**

***WIOA Regional Plan Requirement (A): Regional planning process shall result in the preparation of a regional plan.***

The planning and preparation of the OC Regional Plan includes five phases. It is important to note that throughout all of the phases there is on-going leadership, stakeholder and partner meetings in addition to focused workgroups to accomplish the development of the regional plan. Monthly meetings in addition to focused task workgroups contributed to the development of the regional plan. The OC Regional Plan includes plans for on-going technical assistance and leadership meetings throughout the duration of the strategic efforts to facilitate seamless coordination, implementation, and sustainability of regional strategies identified herein.

The OC Regional Plan incorporates regional goals and strategies of regional workforce systems, business, education, and community based organizations who have all have been decidedly involved in the development of the plan. All goals and strategies are designed to align regionally across systems and include support and implementation of policy objectives and goals outlined in the State Plan to support three of the seven policy strategies emphasized in the State Plan: Sector Strategies, Career Pathways, and Regional Partnerships in order to:

- ❖ **Foster demand-driven skills attainment:** through the alignment of workforce and education programs with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.
- ❖ **Enable upward mobility for all Californians, including populations with barriers to employment:** by ensuring that workforce and education programs are accessible for all Californians to ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.
- ❖ **Increase middle-skill industry-valued and recognized post-secondary credentials:** The goal of the State Plan is to produce a million "middle-skill" industry-valued and recognized post-secondary credentials between 2017 and 2027. The OC Regional Plan's goals include strategies to support this state goal and facilitate the increase of middle-skill industry-valued and recognized post-secondary credentials and the desired movement of individuals into either the labor market or longer term education programs aligned with the state's workforce needs.
- ❖ **Align, coordinate, and integrate programs and services:** by leveraging and braiding workforce and education programs in an effort to economize limited resources needed to achieve the scale and impact needed, while also providing the right services to customers, based on each customer's particular and potentially unique needs, including any needs for skills-development.

### Phase 1 - Strategic Planning

Regional planning and organizing efforts involve industry sector leaders, organized labor, community colleges, K-12 programs, Adult Schools, Adult Education Block Grant (AEBG) Consortia, regionally organized Local Boards in designated RPU, Community Based Organizations (CBOs), business associations, and regional economic development agencies. As such, OC Region strategic planning included recruitment and engagement of all key core partners and stakeholders as aforementioned, with the additional inclusion of Social Services Administration TANF, Employment Development Department, and Department of Rehabilitation leaders. Efforts in this phase included quarterly meetings in 2015 and thereafter monthly meetings in 2016 with a focus on:

- Identification and engagement of key partners and stakeholders
- Establishment of the OC Regional Leadership Council
- Regional coordination and system alignment discussions

### Phase 2 - Data Collection and Analysis

A regional analysis involved the collection and analysis of regional labor market data, assessment of regional industry workforce needs, evaluation of current and projected regional workforce, labor market trends, educational and skill levels of the workforce, and catalog of resources and services in the region. Efforts in this phase included collaboration and coordination with all partners and stakeholders to yield:

- Regional economic and labor market analysis
- Collection and analysis of regional labor market information and economic data/trends
- Identification of resources and services from OC Regional Leadership Council and key partners/stakeholders
- Analysis of gaps and opportunities for regional alignment

### **Phase 3 – Development of Regional Goals and Strategies**

To reduce duplication of effort, regional organizing and planning efforts undertaken under WIOA are expected to be informed by, aligned with, and built upon other relevant regional planning efforts undertaken by planning partners. As such, a thorough evaluation, analysis, and discussion with key partner and stakeholders contributed to the development process of identifying OC Region's regional goals and strategies. A crosswalk incorporating partner and stakeholder individual regional goals and strategies resulted in the establishment and refinement of regional goals designed to align regionally across systems. Efforts in this phase resulted in:

- Evaluation of partner/stakeholder regional goals and strategies
- Analysis of the gaps, strengths, and weaknesses of regional workforce development activities
- Candid discussions around regional service strategies, sector initiatives, transportation and supportive services, available resources, and braiding of resources/funding
- Establishment of regional goals and strategies to coordinate and align with partners/stakeholders and state policies/goals in a comprehensive OC Regional Plan

### **Phase 4 – Public Comment and Final Plan Approval**

Important to the process of establishing a viable and sustainable regional plan is the vetting of the public that would be the beneficiaries of these regional goals and strategies. As such, the OC Regional Plan shall incorporate a public comment period, as required by the state, and include feedback as appropriate in the final edition of the plan. Efforts in this phase included:

- Solicitation of public comment as required by each of the local boards in the region and directed by the state
- Public comments incorporated into the regional plan, as applicable, or listed as an addendum, as required
- Final review and approval of each local board, and corresponding chief elected officials in the region as applicable

### **Phase 5 – Strategic Implementation**

The final approval of the OC Regional Plan is not the end of the road. The journey begins with the strategic implementation of the regional plan. The OC Region is confident that this regional planning process has resulted in a strategic regional plan that will meet the needs of business and workers and drive regional system solutions with partner/stakeholder commitment, communication, and innovation. Efforts in this phase will include activities around overarching regional goals for the OC Region that align with key overarching state goals and policy objectives, details defined in later narrative:

- Workforce Development – Increasing efficiencies/innovations to align, coordinate, and integrate programs/services
- Education and Training – Increasing the number of Red Zone focused projects to foster demand-driven skills attainment in the neediest parts of the OC Region
- Economic Development – Leveraging and building on the region's competitive advantages to enable upward mobility for all Californians in the interest of long-term economic self-sufficiency and economic security of individuals and the region
- High Value Sectors – Impacting high value sector stability and growth through targeted investment in industry sectors with a significant presence in the OC Region, is in demand by businesses, and pays or leads to high wages for jobseekers.

**Partners, Champions, and Commitments to Action**

Together the OC Region Partners through participation in the planning, development, and hereafter implementation process of the OC Regional Plan, make a commitment to grow and strengthen the workforce and economy of the Orange County Region. Regional prosperity requires a broad-based, collaborative approach that responds to regional industry needs, mobilizes the region’s assets, addresses identified gaps, and ultimately accelerates workforce and economic growth for the region. Through these identified set of shared regional goals and strategies, partners and champions of the OC Region commit to integrate efforts, play complementary roles, and leverage resources in collaboration for the good of the region.

The local boards in the OC Region will continue to be a constant driving force of the public workforce system. All stakeholder partners are also naturally involved in workforce development in the region and the following Regional Plan for the OC Region has been developed with the input of each. Each partner has contributed expertise, staffing, and leverage as relevant to the development of this comprehensive Regional Plan. Likewise, implementation of said plan will also require the continual collaboration and coordination of each partner in the region. This regional plan will provide a framework to define regional needs, outline commitments to action, identify resource allocations across systems, and establish a foundation to seed lasting sustainability of coordinated workforce and economic development efforts in the OC Region. Mutual accountability is codified through this written regional plan among key stakeholders and partners. Ongoing evaluation of the regional needs shall be addressed with updates as appropriate and necessary between mandated formal reviews of the plan. As prescribed in the state directive, at the end of the first 2-year period of the 4-year local plan, the local boards within the planning region will review the regional plan and revise as needed to reflect changes in regional needs, such as: changes in labor market and economic conditions.

Partners and champions, confirm their commitment to support the Orange County Regional Plan as a collaborative effort to:

- ✓ Grow and strengthen the Orange County Region’s workforce and economy
- ✓ Provide on-going strategic leadership and leveraged resources to support sustainable regional development
- ✓ Make specific contributions to implementation as appropriate



# EXECUTIVE SUMMARY – OC REGIONAL PLAN

Orange County (OC) has been identified by the state as a single economic sub-region and singular regional planning unit (RPU). There are three local boards within the OC RPU. The Orange County Regional Plan (OC Regional Plan) has been developed with collaborative input of the local boards and key regional partners and stakeholders. Implementation commitments and partner roles are described and detailed within this regional plan. The engagement of partners has been a priority for the region in an effort to align workforce, education, and businesses to foster a comprehensive workforce system that is responsive to demand-driven needs in the region.

This OC Regional Plan is focused on constructing a regional training, education, and workforce architecture that aligns with the Orange County regional labor market and California State Plan policy objectives. Individuals will access and experience this regional workforce architecture primarily through local service delivery efforts outlined in the local plan included as part of the OC Regional Plan. The overarching Orange County Regional Plan vision is a large-scale movement that will address industry identified skills gaps, employment, education, workforce, economic development, and poverty challenges in the region through assessment and strategic alignment of the local workforce system partners’ regional goals, policies, practice, and service delivery.

This plan seeks to build sector strategies, support career pathways/regional sector pathways, and foster strategic regional partnerships during the 2017-2020 program years by working toward the following overarching regional goals:

<b>OC REGIONAL GOALS</b>	<p><b>Targeted Meaningful Business and Industry Engagement-</b> foster demand driven skills attainment through the collaboration and active engagement of businesses in workforce and education planning, including identifying key industry skills needs, determining skills gaps, and education and training needs to be incorporated in regional sector pathways and development of industry relevant and demand driven programs and pathways</p>	<p><b>Improve access and quality of Service Delivery-</b> enable upward mobility for all Californians through innovation organized around regional sector pathways- increase, expand, and improve programs that increase opportunities for all workers and job seekers for employment in fields with high wages and/or career advancement opportunities, including for those with barriers to employment such as English Language Learners and special populations</p>	<p><b>Strategic regional alignment-</b> bring about system change through the alignment, coordination, and integration of programs, services, and partners- system alignment, service integration, and support towards a sustainable regional infrastructure that are in sync and committed to the overall goal of helping people get good jobs, sustain/keep good jobs, and positively affecting regional economy through sustainable regional sector pathways</p>
	<p><b>Outcome</b> Help people get good jobs</p>	<p>Help people sustain good jobs</p>	<p>Positively impact regional economy</p>

Specific strategies and implementation processes are described in detail in the plan. Generally strategies will aim to:

- ❖ Maximize efficiencies and innovations in the workforce development system
- ❖ Target Manufacturing, Healthcare, Information Technology and Hospitality and Tourism as key industries that will drive demand for middle skill occupations in the region
- ❖ Enhance access to workforce development services offered by all partners that will address skills/labor gaps
- ❖ Develop a comprehensive continuum of career pathway resources that support a multiple entry point system- no wrong door for clients in need for varying services
- ❖ Align, coordinate, and integrate workforce/education programs and services to economize and leverage limited resources to provide the right services to customers based on particular and unique needs
- ❖ Target areas of Orange County that exhibit high concentrations of unemployment and low income (Red Zones)
- ❖ Development of Regional Sector Pathways to increase, expand, and improve programs that create opportunities for all, including for those with barriers to employment such as English Language Learners and special populations

Orange County has a dynamic, diverse and industrious population that is poised to emerge as a major center for economic growth. While existing partnerships between local boards, businesses, educators and other stakeholders have supported the region adequately thus far, the next phase in Orange County’s economic and workforce development history will be heavily influenced by the policy and planning decisions made today.



# REGIONAL PLAN

**2A. REGIONAL PLANNING UNITS (RPU):** The WIOA Section 106 includes a requirement that the Governor identify planning regions in the state and enumerates specific elements that must be considered as part of this process. The purpose of identifying regions is to align workforce development activities and resources with larger regional economic development areas and available resources to provide coordinated and efficient services to job seekers and businesses.

## 2Ai. RPU GEOGRAPHIC BOUNDARIES

**GEOGRAPHIC BOUNDARIES:** Orange County is located in Southern California, with Los Angeles County to the north, San Diego County to the south, Riverside and San Bernardino counties to the east, and the coastline to the west. There are 34 cities within the county along with several unincorporated areas. Orange County represents a large, urbanized region in Southern California. With nearly 3.1 million people, Orange County is the sixth largest county in the United States. Workforce Services Directive WSD15-17, issued February 24, 2016 by the California Employment Development Department, officially identified California's regional planning units. Local Board placement in regional planning units is based primarily on the location of WIOA client populations and the way these populations fit into the regional economy as defined by economic data including commute patterns, industry composition, labor markets, geographic location, and transportation infrastructure.

Orange County has been identified by the state as a single economic sub-region and singular regional planning unit. In response, the Orange County Region (OC Region) has amplified its continuing efforts to strengthen the alignment of workforce infrastructure, programs, and policies to respond to regional workforce and economic development needs. Within the Orange County RPU, three local boards serve segments of the county's residents with economic development strategies and workforce development activities that will benefit from regional coordination and alignment through this regional plan: Santa Ana Workforce Development Board (SAWDB) serves the city of Santa Ana. Anaheim Workforce Development Board (AWDB) serves the city of Anaheim. Orange County Development Board (OCDB) serves the remaining 32 cities and unincorporated areas of Orange County. The OCDB has been selected by the County of Orange, Board of Supervisors as the designated coordinator of economic and workforce development for the County as a whole and as such, serves all 34 cities and unincorporated areas in this capacity.

**RPU PETITIONS:** There are no known plans from the Orange County RPU partners to petition for a regional planning partner modification.

## 2Aii. RPU REGIONAL PARTNERS

**WIOA Regional Plan Requirement (G):** *Regional planning process shall result in the coordination of services with regional economic development services and providers.*

The planning and development of the OC Regional Plan is reliant on the engagement and collaboration of regional workforce development and economic development services and providers. Following is a list of regional partners who are party to the plan with a description of their role in developing and implementing the regional plan. The State Plan requires that regional plans be developed as vehicles to implement activities around the three policy objectives and an overarching stretch goal emphasized in the State Plan (cited in this plan in Section 2Ei). The key partners and stakeholders listed are key regional partnerships critical to these endeavors. This strategic feedback will align regional leadership activity to positively impact the ongoing economic vitality of the OC Region.

**PARTNERS AND THEIR ROLES: (State required regional partners are called out in highlighted orange text)**

PARTNER	ROLE
<p><b>Title I: Regionally Organized Local Boards</b></p> <ul style="list-style-type: none"> <li>Orange County Development Board (OCDB)</li> <li>Anaheim Workforce Development Board (AWDB)</li> <li>Santa Ana Workforce Development Board (SAWDB)</li> </ul>	<ul style="list-style-type: none"> <li>Convene businesses and partners to build model partnerships</li> <li>Work with partners to implement the state plan strategies</li> <li>Provide business services to engage businesses at the local level</li> <li>Develop regional partnerships, align services to develop career pathway programs</li> <li>Upskill incumbent workers to open up entry level positions, as appropriate</li> <li>Layoff aversion</li> </ul>
<p><b>Title II: Adult Ed Block Grant (AEBG) Regional Consortia</b></p> <ul style="list-style-type: none"> <li>South OC Regional Consortium</li> <li>Coast Adult Education Consortium</li> <li>Rancho Santiago Adult Education Consortium</li> <li>North OC Regional Consortium</li> </ul>	<ul style="list-style-type: none"> <li>Issue mandatory partnership guidance to Title II providers</li> <li>Assess current level of partnership and compliance</li> <li>Facilitate partnerships to align Adult Ed programs with regional career pathways</li> <li>Coordinate participation of TANF recipients into career pathways</li> </ul>
<p><b>Title III: Wagner-Peyser</b></p> <ul style="list-style-type: none"> <li>Employment Development Department Southern Workforce Services Division, Orange County Region</li> </ul>	<ul style="list-style-type: none"> <li>Provide job services in the AJCCs</li> <li>Coordinate TAA and Veteran’s programs</li> <li>Provide representation on LWDBs</li> <li>Provide access and facilitated services for Unemployment Insurance (UI) benefit customers</li> <li>UI Navigator onsite at designated comprehensive AJCCs to assist UI customers</li> </ul>
<p><b>Title IV: Department of Rehabilitation</b></p> <ul style="list-style-type: none"> <li>DOR Orange/San Gabriel District</li> </ul>	<ul style="list-style-type: none"> <li>Leverage regional business engagement</li> <li>Use data from LWDB and EDD LMI to inform consumers</li> <li>Collaborate with partners to ensure system access for all</li> </ul>
<p><b>Industry Sector Leaders, Business Organization, Labor, Local Economic Development Agencies</b></p> <ul style="list-style-type: none"> <li>Orange County Business Council</li> <li>Orange County Economic Development Working Group</li> <li>Advanced Manufacturing Partnership SoCal</li> <li>Orange County Labor Federation</li> <li>North Orange County Chamber of Commerce</li> <li>Anaheim Chamber of Commerce</li> <li>Comprehensive Economic Development</li> <li>OC SlingShot Coalition</li> </ul>	<ul style="list-style-type: none"> <li>Upskill incumbent workers to open up entry level positions, as appropriate</li> <li>Provide input and strategic guidance to the OC Region Comprehensive Economic Development Strategy</li> <li>Promote and support projects, such as SlingShot, that address regional business and jobseeker prosperity</li> <li>Industry and sector partnerships to organize key stakeholders in an industry cluster that focuses on shared regional goals, human resource needs of the industry responsive to industry clusters, customers and communities in need</li> </ul>
<p><b>K-12 CTE Programs, Regional Consortia of Community Colleges, Education and Support Services</b></p> <ul style="list-style-type: none"> <li>Los Angeles Orange County Community College Regional Consortia</li> <li>OC Career Pathways</li> <li>Orange County Department of Education</li> <li>Social Services Administration (TANF)</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate partnerships to align Adult Ed programs with regional career pathways</li> <li>Develop guidance to align/coordinate Perkins programs</li> <li>Bridge K-12 programs to prepare students to enter pathways</li> <li>Serve as the primary provider of CTE programs, as applicable</li> <li>Develop regional partnerships, align services to develop career pathway programs for youth</li> <li>Coordinate to enter TANF participants into career pathways</li> </ul>

<p>Community-Based Organizations, other</p> <ul style="list-style-type: none"> <li>• Orange County United Way</li> <li>• Goodwill of Orange County</li> <li>• OCAPICA</li> <li>• Vital Link</li> </ul>	<ul style="list-style-type: none"> <li>• Representative of a community or a significant segment of a underrepresented community</li> <li>• Provide support and programs that work with businesses, educational entities and targeted communities</li> <li>• Strategic youth services to include disconnected youth, foster youth</li> </ul>
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**Declaration:** The OC Regional Plan has been developed with collaborative input of key regional partners and stakeholders; implementation commitments and partner roles are described herein.

**Regional Goal/Objective:** Strategic regional alignment to increase efficiencies/innovations in the workforce system.

**Strategy/Implementation:** Through the Regional Implementation and Innovation Grant, partners will work on system alignment, service coordination, and support towards a sustainable regional infrastructure that are in sync and committed to the overall goal of helping people get good jobs, sustain/keep good jobs, and positively affecting the regional economy through sustainable regional sector pathways.

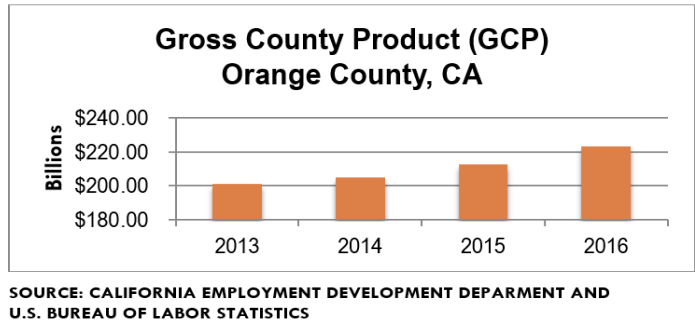
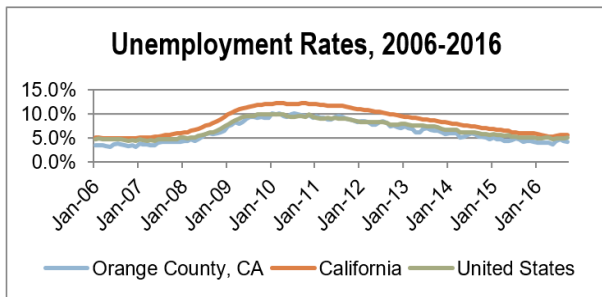
**State Plan Alignment:** Regional alignment of workforce, education, and business engagement programs to foster a comprehensive workforce system responsive to demand-driven skills attainment.

**2B. REGIONAL ECONOMIC AND BACKGROUND ANALYSIS: A regional analysis of regional workforce, labor market, and economic conditions including- existing and emerging in-demand industry sectors and occupations; employment needs of businesses; analysis of demand driven skills needed by businesses in the region; and analysis of workforce development activities (including education and training).**

**2Bi. ECONOMIC CONDITIONS**

**WIOA Regional Plan Requirement (D): Regional planning process shall include the collection and analysis of regional labor market data (in conjunction with the State).**

**ANALYSIS OF ECONOMIC CONDITIONS:** Orange County has experienced moderate economic growth and increased per-capita income over the past year, a continuing trend of moderate growth during the county’s post-Great Recession recovery. Over the past ten years, Orange County has maintained an economic environment that is among the most prosperous in the state and the nation. Unemployment is comparatively low, median income is high and Gross County Product (GCP) is growing at an annualized rate of 4%.



**Orange County Region Highlights – Demographics and Workforce Characteristics**

- With a population of 3,169,776 as of July 2015, Orange County falls behind only Los Angeles (10,170,292) and San Diego (3,299,521) counties in the state

- Orange County leads the region, state, and nation in job creation: adding 39,000 jobs in last 12 months
- The OC Region has a 4.4% unemployment rate
- The county’s population growth is projected to continue at an increasingly slower rate over the next 20 years

**Labor Market Profile**

	May 2016	May 2015	Change	Percent
Labor Market	1,603,000	1,594,400	8,600	0.5%
Employed	1,545,800	1,525,300	20,500	1.3%
Unemployed	57,100	69,100	-12,000	-17.4%
Unemployment Rate	3.6%	4.3%	-0.8%	-

Source: Employment Development Department, Labor Market Information Division.

Data Note: Numbers may not add due to rounding.

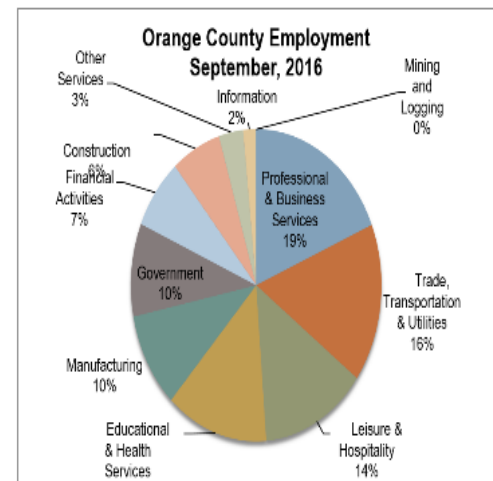
Overall data from the Employment Development Department, Labor Market Information Division, indicates that the Orange County RPU is healthy and growing at a sustainable rate. The total labor pool expanded by 2.8% while unemployment has held steady, resulting in a net decrease in the county’s unemployment rate by 0.1%.

However, the OC Region demographic change will inevitably affect and drive economic change. Orange County is rapidly aging in place; the county’s older age groups continue to increase in number while every other age group shrinks despite overall population growth. While the Department of Finance predicts that other California counties will also experience the growth of older populations by 2060.

Increases in cost-of-living, rent, and home prices have outpaced income growth in some county communities. This widening gap, finds many Orange County families struggling to afford the various housing options provided in the county. This has not only served to reduce potential migration into the region, but has led many 25 to 34 year olds to permanently leave Orange County, thus limiting the county’s ability to attract and retain a talented workforce and contributing to the growing skills gap. It is important to note the significance of the workforce commute patterns of Orange County workforce.

**EXISTING IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS:** A breakdown of Orange County’s economy by industry shows that the business environment is healthy and concentrated in four primary areas: Professional & Business Services, Trade, Transportation & Utilities, Leisure & Hospitality, and Educational & Health Services. These broad industry categories account for more than 60% of the county’s total nonfarm employment.

The Professional & Business Services segment has seen the largest absolute employment growth since September 2015, adding 11,500 jobs. Taking closer look at this segment reveals that Orange County has attracted moderate growth in occupations that are technical or scientific in nature, occupations that tend to command higher wages as well as higher educational requirements. More than 133,000 of these occupations have been added since 2006, expanding this segment by 22%. The healthcare industry is another segment that has seen robust growth. Since 2006, the Health Care and Social Assistance occupations have steadily added 183,400 jobs, resulting in 44% growth for these occupations. Orange County is a domestic and international leisure destination. The Leisure & Hospitality industry added 9,300 new jobs over the last year. Over the past decade, the Leisure & Hospitality segment has added over 200,000 new jobs, a 26% expansion. One of the industries that was severely impacted by the Great Recession, construction, has finally returned to pre-recession levels. Construction year-over-year growth is 10%, outpacing all other industries through the addition of 9,200 jobs. The Orange County construction industry is now only 7% below pre-recession levels in 2006.



SOURCE: CALIFORNIA EMPLOYMENT DEVELOPMENT DEPARTMENT

**EMERGING IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS:** The industries that show emergent growth can be identified by projected job openings as well as industry demand. Data from the California Employment Development

Department show that the most promising emerging industries are in the general business, health care and trade-related industries. These occupations provide job seekers with ample opportunity to earn reasonable wages with educational attainment at or below the Bachelor's Degree level. Orange County will have a high demand for jobs that are defined as middle skills occupations because of the unique mix of industries in the region. Middle skills occupations are defined as positions that do not require a bachelor's degree but require training or some level of education above a high school diploma. This often means a certification or associates degree gained through community colleges or collaborative training programs between businesses and educational institutions. Following is a list of the top ten of the twenty-five highest projected occupations/job openings for the next several years:

Top 25 Middle-Skill, Middle-Wage or Higher Occupations	Total Projected Job Openings 2012-2022	HWOL Job Ads	Median Annual Wage 2016 1st Quarter
Registered Nurses	6,459	3,147	\$89,842
Teacher Assistants	4,975	551	\$34,768
Medical Assistants	2,965	675	\$34,193
Licensed Practical and Licensed Vocational Nurses	2,880	667	\$50,223
Computer User Support Specialists	2,654	1,627	\$57,587
Preschool Teachers, Except Special Education	1,913	642	\$31,914
Dental Assistants	1,835	733	\$33,876
Paralegals and Legal Assistants	1,663	405	\$49,196
Heavy and Tractor-Trailer Truck Drivers	1,508	1,545	\$40,066
Telecommunications Equipment Installers and Repairers, Except Line Installers	1,179	191	\$62,848

Middle skill occupations typically pay higher wages than regional averages and provide increased access to successful career paths for those without a four-year college degree, which helps workers increase their overall standard of living and quality of life. Orange County has identified Manufacturing, Healthcare, Information Technology and Hospitality and Tourism as key industries that will drive demand for middle skill occupations in the region.

- **Healthcare** has been a stalwart industry of Orange County for many decades. Data shows that the healthcare industry accounts for 13% of overall employment and has grown steadily and consistently over the past decade, even throughout a major recession. Orange County has also emerged as a major innovation hub in healthcare technology and manufacturing.
- **Manufacturing** has been an industry in decline for decades. But the majority of job opportunities in manufacturing come not from new jobs but by job openings arising due to retirement of an aging manufacturing workforce, as is one factor for the OC Region. The Manufacturing Institute and Deloitte Consulting recently released a report which estimated that nationwide up to 2.7 million manufacturing jobs will be needed due solely to retirements. If left unattended, these jobs will either lead to lost earnings or result in companies leaving the Orange County region for areas, domestic or international, that can fulfill the middle skills that this industry requires.
- **Information Technology** A detailed analysis of the sub-industries within key emerging sectors shows the importance of industries dealing with the information technology economy: companies that design computer systems, publish software, manufacture related equipment or manage data employ nearly 97% of all individuals who work in emerging sectors. With the emergence and growth of high-tech occupations, the need for middle skill, middle-wage or higher occupations grows as well. Orange County has a sizable IT industry that is growing steadily.
- **Hospitality and Tourism** Orange County has a deep and historic tourism industry that originates from the 1950s, when the region became popular as a vacation destination for celebrities. Half a century later, Orange County's tourism industry is a major contributor to employment and the overall economy. A robust business and leisure accommodation industry accounted for the largest net increase in employment year-over-year at 6,500 jobs, but more impressively both the 5-year and 10-year trends show consistent strength in this segment.

**Declaration:** Orange County’s moderate economic growth masks a series of contradictions. On the plus side, growing industries like Professional Services, Technology, Education, and Health provide high-quality jobs and contribute to overall economic prosperity. While some traditionally strong industries like Manufacturing and Finance, however, face a looming skills gap and talent shortage industry wide. Additionally, the county’s high cost-of-living threatens to outpace many lower-paying jobs. High-paying emerging occupations and pathways to and through middle-skill occupations indicate potential future growth which may lead to improved prospects for the county economy as a whole. Clear pathways are needed to provide employees with the important skills needed by current and emerging industries.

**Regional Goal/Objective:** Regional Sector Pathways development through improved access and quality of demand-driven, industry responsive service delivery to support upward mobility of Californians.

**Strategy/Implementation:** Service delivery organized around Regional Sector Pathways to increase, expand, and improve programs that create opportunities for all workers and job seekers for employment in fields with high wages and/or career advancement opportunities, including for those with barriers to employment such as English Language Learners.

**State Plan Alignment:** Enabling upward mobility for all Californians, including populations with barriers to employment. Alignment, coordination, and integration of workforce/education programs and services to economize limited resources to provide the right services to customers based on particular and unique needs.

## **2Bii. DEMAND-DRIVEN SKILLS**

**IN-DEMAND SKILLS ANALYSIS** A recent report by the Orange County Business Council about “Closing Orange County’s Skills Gap” provides an analysis of in-demand skills with a focus on preparing the region to meet employer demand for middle-skill occupations. A deeper look at the demand-driven skills for the OC Region looks at skill requirements including, but not limited to: technical/knowledge based skills, soft skills, certifications, education/training, and specific knowledge prerequisites in the context of both top occupations and sectors and the regional economy as whole. The research on employer requirements across occupations and sectors has revealed an emphasis on practical, applied skills that act as currency for job-seekers and businesses. Orange County’s middle-skill economy is largely driven by three high-value industries prominent in the region: healthcare, manufacturing, and information technology. Together these three industries amount to nearly one-third of all middle-skill occupations and are the highest job growth industry clusters.

The OC Region engaged business and industry in a multitude of focus groups, surveys, and workgroups to elicit feedback on employment needs and employer desired skillsets. Results of regional research confirmed results of WANTED Analytics, a research company which provides detailed real-time information on the current labor market, showing that the middle-skill job opening category took the longest to fill, with an average posting period of 57 days. Top middle-skills in particularly high demand included, but were not limited to: bilingual capabilities, customer relationship management, technical support experience, quality assurance skills, JavaScript, structure query language (SQL), quality control experience, English language competency, and communication skill sets. The core emerging industries of Manufacturing, Information Technology and Healthcare all rely heavily on STEM (science, technology, engineering and math) skills. Furthermore, specialized certifications and training will be required to directly address the middle skills gap and prepare jobseekers with the skills needed to meet employer’s needs and an estimated 17,678 middle skill jobs that will be created over the next decade.

While technical skill and educational requirements are often context sensitive, there are common soft skills that businesses across all sectors have reported as equally important in their hiring process. Data from surveys of OC Region businesses are similar to a recent Forbes report that cite the most common soft skills that employers are looking for when hiring as: ability to work in a team, ability to make decisions and solve problems, verbal and written communication skills, taking initiative, analytical skills, leadership skills, adaptability, ability to prioritize tasks (different from multi-tasking), creative and strategic thinking, and interpersonal skills.

**EMPLOYMENT NEEDS IN IN-DEMAND SECTORS** The relatively low number of candidates per job opening in higher-paying occupations is of concern, as this indicates the smaller talent pools available to businesses in these occupational sectors. These occupational groups include Healthcare Practitioners and Technical Occupations which had 66 candidates per job

opening, followed by Architecture and Engineering with 55 candidates per job opening, and Computer and Mathematical Occupations with only 34 candidates per job opening. A lack of employees with in-demand skills aggravates the skills gap further. Orange County's economy depends on meeting the employment needs of businesses, in in-demand industries such as Information Technology and Medical Devices. Clear pathways are needed to provide employees with the important skills needed by current and emerging industries.

Only 4% of the 265,289 jobs created between October 2014 and October 2015 required a Master's Degree or above, a rate that remained consistent for job growth over the past year. The percentage of jobs created that require a Bachelor's Degree decreased from 47.2% to 45.1% over the same time period while the portion of job created requiring High School Diplomas increased from 36.6% to 37.5%. The portion of jobs created requiring an Associate's degree saw an increase from 10.5% to 12.2% during the same time period. While Associate Degrees are often overlooked, they have recently grown in importance as a pathway to increased educational attainment without the high costs associated with four-year universities. Associate Degrees, along with various certification programs, can help provide the skills needed to close OC's Middle-Skill gap.

### IN-DEMAND OCCUPATIONS

- **Manufacturing** Occupations with expected growth include: Electronic/Electromechanical Equipment Assembler, Production Workers, Welder, Inspectors/Testers, Machinist, Laborers, Material Movers, First-line Production Supervisor, Industrial Engineers, and Industrial Production Managers.
- **Information Technology** Occupations with expected growth include: Computer Systems Design and Related Services, Telecommunications, Software Publishers, ISPs, Search Portals, and Data Processing.
- **Hospitality and Tourism** Occupations with expected growth include: Food Services and Drinking Places, Accommodation and Food Services, Amusement, Gambling, and Recreation.
- **Healthcare** Occupations with expected growth include: Personal Care Aides, Certified Nursing Assistant, Home Health Aide, Licensed Vocational Nurse, Medical Assistant, Medical/Health/Lab Technician, Registered Nurse, and Physical Therapist.

**Declaration:** The OC Region has priority industry sectors, each with sub-sectors, that emphasis specific skills demanded by employers that include the knowledge requirements for various job openings and particular soft skills that are often just as important as applied skills.

**Regional Goal/Objective:** Targeted meaningful business/industry engagement to increase industry validated education and training programs that lead to credentials with demonstrable labor market value. To contribute to California's workforce goal: one million "middle skill" industry-valued and recognized postsecondary credentials.

**Strategy:** Fostering demand driven skills attainment responsive to industry needs through high value sector focused initiatives that engage partners/stakeholders to identify and determine industry-valued and recognized postsecondary credentials and education/training that needs to be incorporated into the development of industry relevant and demand driven programs and regional sector pathways.

**State Plan Alignment:** Fostering demand-driven skills attainment, through workforce and education alignment to provide California's businesses with the skilled workforce necessary to compete in the global economy.

## 2Biii. ANALYSIS OF REGIONAL WORKFORCE

**CURRENT LABOR FORCE/ MARKET CONDITIONS** The most obvious characteristics of Orange County's regional workforce are its size and educational attainment, which reflect the quality and quantity of available workers, and its employment rate. Orange County's unemployment rate dropped to 4% at the beginning of 2016 and remained near that level for the first half of the year. In June and July, however, Orange County – along with nearly every other California county – experienced an increase in unemployment rates driven by seasonal job losses in government and education and an influx of recent graduates and other jobseekers in the workforce

- **Age** The largest cohort of working age adults is in the 45 to 54 years bracket, representing 14.6% of the population. These are mature workers who are likely preparing to exit the workforce within the next ten years. The second largest cohort is the 20 to 29 age bracket at 14.5% of the population. These are individuals embarking on their careers and preparing to become more active participants in the workforce. How these two cohorts are strategically managed will influence the economy of Orange County for many years to come. Orange County, like many other regions, is turning older. In addition to preparing for the retirement needs of the 45 to 54 age bracket, the 55 and over age group has immediate needs. This cohort increased from 17.7% of the county population in 2000 to 25.6% in 2015. Over this same period, the county's working-age population, defined as those aged 25 to 54, decreased from 45.9% to 42.1%. These trends are expected to continue; while the Department of Finance predicts that other California counties will also experience growing older populations by 2060, Orange County is the only county expected to experience a simultaneous increase in older populations and decrease in younger and working-age populations.
- **Education** Orange County's workforce tends to be more educated, but has a higher portion of individuals with less than a high school education when compared to the overall U.S. population. More than 38% of individuals in Orange County have a bachelor's or graduate degree, compared to 32% for the U.S. However, 15.9% of individuals over 25 years old have not received a high school diploma, which is significantly higher than 11.6% for the entire U.S. Only 17.3% of Orange County individuals have graduated high school, much lower than the 30% of high school graduates in the general population. The middle skills segment, however, is on par with the U.S., constituting 28% of the workforce. Educational attainment correlates directly with median earnings and poverty rates. Individuals in Orange County with a bachelor's or higher degree have a poverty rate of 5.3% and median earnings of \$72,000. Those with less than a high school diploma have poverty rates that are four times higher at 22.3% and earn less than one-third of their well-educated counterparts at \$21,229.
- **Income** Median household income totaled \$78,428 in 2015, nearly \$14,000 higher than the state median household income and over \$22,000 higher than the national median household income. What is troublesome is that income growth in Orange County has slowed, lagging behind both California and the rest of the nation. Over the past year, the median household income in Orange County grew by 2.8%, 1.4 percentage points below state-level growth and 1.2 percentage points below nation-wide growth. Since 2010, median household income in the county expanded by 10.6%, while the state and nation registered growth rates of 11.8% and 11.4%, respectively.
- **Income Distribution** The largest groups of earners are those in the middle, with 29% of individuals earning between \$50,000 and \$99,999 per year. The next largest group are those that are earning more than \$150,000 per year. In Orange County, more than one in five individuals are in the top bracket of earners. Reflecting household income growth trends, per capita income growth has experienced year-over-year increases since 2010, averaging an increase of 2.6% annually. Per capita income grew from \$31,373 to \$35,651 in 2015, an increase of 13.6%.
- **Housing** The region is known for one of the highest real estate prices in the country, impacting economic prospects. In June 2016, the median sales price of existing single-family homes in Orange County was \$759,490. This is more than three times the U.S. median home price of \$240,800. According to the California Association of Realtors, only 22% of households can afford the median priced home in Orange County, compared to 57% nationwide. Rents have also climbed to unaffordable levels. Average asking rents in the first quarter of 2016 showed that Orange County ranks among the highest in the nation at \$1,753 per month. Increases in cost-of-living, rent, and home prices have outpaced income growth in some county communities. This has not only served to reduce potential migration into the region, but in fact has led many 25 to 34 year olds to permanently leave Orange County, thus limiting the county's ability to attract and retain a talented workforce and contributing to the growing skills gap.
- **Commute Patterns** The cost and lack of housing options in Orange County, combined with a robust network of transportation corridors and transportation options, results in significant commute patterns into and out of the region. The U.S. Census Bureau Origin-Destination Employment Statistics, in the 2<sup>nd</sup> quarter of 2002-2014, reports:
  - 810,174 individuals living and employed in the OC Region
  - 592,709 individuals commuting into Orange County (inflow) but living out of the OC Region
  - 450,241 Orange County residents commuting out of the area (outflow) to work in areas outside of the region



**LABOR FORCE EMPLOYMENT AND UNEMPLOYMENT DATA** The California EDD measured Orange County's unemployment rate at 4.1% in September 2016, 1.2 percentage points lower than the state unemployment rate and 0.7 percentage points lower than the national unemployment rate. Orange County, which has the lowest unemployment rate in Southern California, continues to outperform its peers in job creation, adding 44,700 over the past 12 months. The Professional and Business Services, Education and Health Services, Leisure and Hospitality and Construction industries experienced the most rapid growth over that period, respectively adding 11,500, 9,300, 9,300, and 9,200 jobs since September 2015.

Orange County's total labor force grew to a total of 1,636,400 individuals as of September 2016, surpassing July 2008's historical peak of 1,625,600 participants by more than 10,000. June and July, as previously mentioned, saw a spike in labor force participants that temporarily drove up the county's unemployment rate. The timing of this influx suggests that many of these new participants are recent college graduates; the educational attainment of these individuals has, thus far, helped them find employment, as unemployment rates fell in August and January of this year.

**INDIVIDUALS WITH BARRIERS TO EMPLOYMENT** The OC Region recognizes the importance of improving connections for individuals with barriers to employment and training opportunities. The economic downturn has left increasing numbers of workers seeking additional hours or juggling multiple jobs to make their income goals. Access to ad-hoc employment can be essential to enable studying or increasing a worker's competitiveness. Local hire of on-demand workers strengthens the fabric of communities. But traditional workforce development has focused only on full-time job placements. The OC Region includes a goal to expand beyond this to raising skills and quality that include both the traditional and flexible workforce. We aim to create cost-effective pathways from underemployment to sustainable employment that are personalized for each individual's circumstances. All activities and strategies developed in this OC Regional Plan commit to strengthening existing workforce development, education, and training opportunities to benefit individuals with barriers. Specific strategies for each local area will be described in the OC Local Plan, as prescribed and supported in the WIOA legislation by:

- Increasing the focus on programs and services for the most vulnerable workers such as: low-income adults and youth, individuals with limited skills and work experiences, and individuals facing other barriers to economic success
- Expanding education and training opportunities to help individuals gain the skills needed to get good jobs, keep good jobs, and advance in their careers
- Helping disadvantaged and unemployed adults and youth earn while they learn through support services and effective employment-based activities
- Increasing outreach, engagement, and services to those with limited basic skills and/or limited English proficiency
- Aligning planning and accountability policies across core programs to support more unified approaches to serving low-income, low-skilled individuals
- An initiative to assist the underemployed

**EDUCATIONAL AND SKILLS LEVELS IN THE WORKFORCE** Educational attainment provides the most useful tool for analyzing the average quality of job candidates, as there is a direct causal relationship between educational attainment and the acquisition of hard and soft skills. While this analysis fails to reflect many aspects of Orange County's workforce, it does provide a general overview of the skills available in the county's labor market. Educational attainment in Orange County continues to improve across the board. The number of residents with an Associate's degree or higher increased to 46.4% in 2015, while the number of residents with no high school diplomas has decreased, and the number of residents with some form of college training has also increased. While overall education levels show promising improvements, the fact that just over 15% of the population still lacks a high school diploma remains concerning. As the county continues to struggle with a skills gap in several major industries, efforts must be made to properly educate and train all residents with the skills needed to fill these positions. This not only strengthens the financial stability and quality of life for those residents as well as the county's overall economic performance.

Employer expectations and requirements for new workers continue to increase as industries evolve via improved efficiency and rapid technological advancement. Many employment opportunities offered in today's economic environment require a complicated mixture of soft and technical skills, even at entry-level positions, and many businesses find themselves struggling to fill positions that require this combination, a phenomena known as the skills gap. Fortunately, many educational institutions in the county recognize this need for enhanced skills and are shaping programs to cater to the increasing skill requirements of Orange County's businesses. As a result, the number of high school students who are college-ready and well prepared for post K-12 success is of growing significance.

**Declaration:** Orange County's deep talent pool and increasing educational attainment, provides an important competitive advantage for the present and the short-term future. Recent economic and social issues, however, may threaten the county's long-term competitiveness. The county's high cost of living may force talented workers to relocate elsewhere, widening the growing skills gap and demand for skilled workers in the region. Policymakers and key regional stakeholders should take steps to address these issues and maintain one of the county's most important competitive advantages of a skilled workforce.

**Regional Goal/Objective:** Improve access and quality of service delivery to support and enable upward mobility for all Californians through innovation organized around development of regional sector pathways.

**Strategy:** Increase, expand, and improve programs that increase opportunities for all workers and job seekers for employment, including from under-represented demographic groups, to enter or sustain careers in fields with high wages and/or career advancement opportunities, including for those with barriers to employment.

**State Plan Alignment:** Enabling upward mobility for all Californians, including populations with barriers to employment. Alignment, coordination, and integration of workforce/education programs and services to economize limited resources to provide the right services to customers based on particular and unique needs.

**2Biv. REGIONAL WORKFORCE DEVELOPMENT ACTIVITIES**

**ANALYSIS OF WORKFORCE DEVELOPMENT ACTIVITIES IN THE REGION** Orange County's business community has experienced a growing awareness of the publicly funded workforce, education, and training systems. Current workforce development activities are comprised of various networks of public, education, private for profit and private non-profit agencies that collaborate on a regular basis to provide resources necessary to coordinate a large-scale workforce development effort.

The table below highlights major regional workforce activities that are occurring in the OC region today:

Regional Activities	Description
SlingShot Initiative	The SlingShot Initiative catalyzes collaborative efforts by businesses, industry, government, workforce development, economic development and education stakeholders within a region to address employment challenges with regionally selected solutions to regionally defined problems. The OC Region's SlingShot Coalition is designed to respond to industry led and identified needs to address a growing skills gap and waning regional talent pipeline. Specifically, the OC Region SlingShot will develop processes to establish a viable and sustainable regional talent pipeline of skilled workers for the manufacturing sector through training, apprenticeships, and On-the-Job Trainings.
Regional Industry Clusters of Opportunity (RICO) Initiative	The AB 118 Regional Industry Clusters of Opportunity (RICO) initiative, designs and implements regional economic development strategies in the alternative fuel and advanced vehicle technology industries. This project focused on promoting the accelerated deployment of hydrogen infrastructure, the accelerated adoption of hydrogen fuel cell vehicles, and the creation of a talent pipeline to support a hydrogen fuel industry in the OC Region. Although the grant ended in early 2016, the outputs of the projects have continued beyond the grant term and the region continues to further develop and implement regional industry clusters of opportunity (RICO) career pathways and/or talent pipeline strategies for K-12 students; and to involve regional partners to advance the competitive position of targeted RICO efforts resulting in economic prosperity.
Stronger Workforce Program	California Community Colleges implementation of programs to address the high levels of unemployment in California that is fueled by the skills gap through innovative, data-driven analysis of skills demand and supply gaps in local markets; targeted investments to strengthen and scale the most effective workforce training

	programs that, based on the data, meet the employment needs of each community; and Cross-sector convening to encourage collaboration, share findings and formulate strategies.
Adult Education Block Grant	The 2015-2016 State Budget appropriated \$500 million to the California Community College Chancellor's Office (CCCCO) and the California Department of Education to allocate funding for adult education. The funds are provided to eligible consortia for the purpose of implementing regional plans for adult education. The intent of the Adult Education Block Grant was to expand and improve the provision of adult education via these consortia. The CCCCCO and the California Department of Education (CDE) are working in partnership to implement the requirements outlined in the Adult Education Block Grant.
Comprehensive Development Strategy (CEDS)	The Comprehensive Economic Development Strategy (CEDS) Committee, in partnership with the Orange County Development Board (OCDB) and on behalf of the Orange County Board of Supervisors, provides an accurate and continuous economic development and management program. The CEDS Committee finds strategic solutions to the poverty and other chronic economic issues faced by "Red-Zone" (low-income and/or high unemployment) communities and neighborhoods in Orange County.
OC Pathways	OC Pathways creates a county-wide regional infrastructure that builds, supports, and expands high demand and high growth career pathways and creates opportunities for educators to collaborate with key stakeholders to develop viable and sustainable career pathways in OC Region's priority industries, including healthcare, manufacturing, and information technology. OC Pathways ensures that OC students are ready for college, career, and life success through participation in learning experiences that integrate rigorous academics and career preparation.
Regional Training Coordinator (RTC)	Funding awarded to the OC Region RPU in support of WIOA regional capacity building and infrastructure development activities. The RTC will work with the CWA to assess regional training needs, develop a training plan and advise the State on the training and technical assistance needs of the region.
Regional Implementation and Innovation Grant	The project will utilize an innovative approach to develop and implement improved infrastructure through regional coordination and system alignment of regional data, policy, and service delivery. The goal of this collaboration is to ultimately improve access to activities that lead to recognized post-secondary credentials and/or industry-recognized credentials (portable and stackable), increase access to vocational training, development of apprenticeship opportunities and ultimately meeting the needs of industry for skilled workers.
Apprenticeship – Prop 39	Regional coordination to fill critical workforce skill gaps by creating opportunities for disadvantaged California job seekers to earn industry-valued credentials and enter into pre-apprenticeship, apprenticeship, or direct employment in in-demand industries. Efforts focus on training at risk youth, women, veterans, and other disadvantaged job seekers in job skills that lead to structured pathways to apprenticeship. Building workforce by aligning systems and leverage funding to optimize results and reduce service duplication.
Veterans Employment-Related Assistance Program (VEAP)	Regional coordination serving unemployed and underemployed veterans transition into rewarding civilian careers. This project assists veterans living in the OC Region with significant barriers to employment, including disabled and low-income veterans, and those in need of education and skills development.
Linking to Employment Activities Pre-Release (LEAP)	Collaborative and integrated services with the OC Sheriff's Department, OC Health Care Agency, and the OC Social Services Agency to help integrate government services offered by correctional facilities with federally funded workforce development programs and assist soon-to-be-released inmates to prepare for successful reentry into their home communities.
Supervised Population Workforce Training	Programs serving all persons who are on probation, mandatory supervision, or post-release community supervision as defined AB 2060 [Chapter 383, Statutes of 2014] and are supervised by, or are under the jurisdiction of, a county to reduce the risk of recidivism. These programs will help the supervised population participants obtain a marketable and industry or apprenticeship board-recognized certification, credential, or degree to improve their qualifications for apprenticeship programs, community college career programs, and direct job placement.

**STRENGTHS OF WORKFORCE DEVELOPMENT ACTIVITIES**

Over the last few years, Orange County has built on its strong economic foundations by aligning workforce infrastructure, programs, and policies to meet the regional workforce and economic development needs of its business community. OC Region projects, such as RICO and SlingShot, have focused on developing long term plans to drive sustainability and growth for regional workforce and the Orange County economy. The success of these smaller-scale efforts demonstrate that more coordinated,

regional business/industry engagement strategies would pay significant dividends in Orange County as the county develops a “workforce of the future.”

### WEAKNESSES OF WORKFORCE DEVELOPMENT ACTIVITIES

The efforts of all stakeholders in Orange County’s workforce development are well intentioned, but the coordination of activities is unevenly applied. The sheer number of federal, state, county and local civic agencies combined with twenty-seven K-12 school districts, four community college districts, the California State University and University of California systems, numerous private post-secondary institutions and many private colleges leads to a volume of business engagement efforts that cannot always be efficiently managed. Business engagement is often fragmented, uncoordinated, and missing a true sense of collaboration for the good of the regional economy. Many college campuses and CBOs conduct their own business/industry advisory boards that duplicate efforts of other institutions. As a result, many of these programs are poorly attended and lack the business feedback about labor markets and the skills gap that is crucial for both the business and education communities.

**Declaration:** In order to support continued development and innovative in regional workforce activities, the OC Region will have to engage business stakeholders in a more targeted and efficient manner. Regular conversations with workforce and education stakeholders will lend meaningful input into the development process of industry-relevant curricula that will prepare students for the current and changing job market. Ongoing collaboration will reduce redundancies and inefficiencies to help bridge the skills gap and align regional, educational, and economic interests.

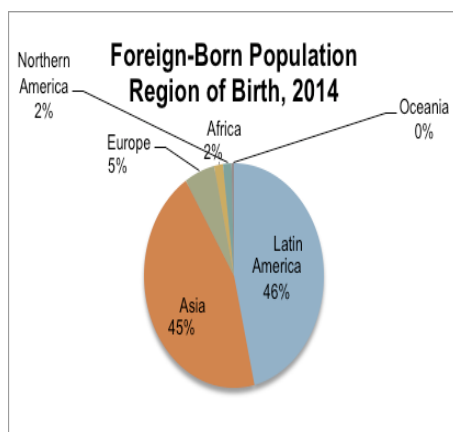
**Regional Goal/Objective:** Strategic regional alignment, coordination, and integration of programs, services, and partners, with attention to individuals with barriers to employment and special populations as applicable, across systems.

**Strategy:** System alignment, service integration, and support towards a sustainable regional infrastructure that are in sync to streamline business engagement practices across systems.

**State Plan Alignment:** Aligning, coordinating, and integrating programs and services. Integrated service delivery, braiding resources, and coordinating services at the local level to meet client needs.

### 2Bv. ANALYSIS OF ENGLISH LANGUAGE WORKFORCE DEVELOPMENT ACTIVITIES

**OC REGION’S FOREIGN BORN AND LIMITED ENGLISH POPULATION** Orange County has been identified as having a workforce that is at least 15% limited English proficient, and as such the OC Regional Plan includes assessment and strategies to address the needs of and provide services to those who are limited English proficient. The importance of strategies designed to increase English Language proficiency is demonstrated by the fact that 23.2% of Orange County workers 25 and older speak Spanish as a first language, and that 16.3% speak an Asian language as a first language. Increasing the English Language skills of Orange County’s current students will help prepare them for both the rest of their academic careers and for the job market, which demands English proficiency for all but the lowest-paying jobs.



Almost half of individuals in Orange County speak a language other than English (46%) and among this population, 45% speak English less than “very well.” Increasing the English Language skills of Orange County’s current students will help prepare them for both the rest of their academic careers and for the job market, which demands English proficiency for all but the lowest-paying jobs.

Orange County exceeds the state average of total enrolled students classified as “English Learners”. 24.9% of Orange County students were classified as English Language Learners in 2016 compared to 22.4% of students statewide; Orange County has the highest percentage of English Language Learners in the Southern California region, higher than surrounding counties such as San Bernardino County (18.9%), Riverside County at (20.7%), San Diego County (22.1%), and Los Angeles County (22.7%).

**WORKFORCE ACTIVITIES/SERVICE PLAN FOR ENGLISH LANGUAGE LEARNERS** The County has already made some progress, as its number of English Language Learners has decreased from a peak of almost 160,000 in 2003 to just over 120,000 in 2016. This demonstrates both the effectiveness of current OC Region language acquisition programs and the ability of many local students to overcome initial language barriers. English Language skills are crucial to 903 of the 954 occupations listed by the Bureau of Labor Statistics; the remaining 51 occupations are primarily low-skill, low-wage jobs with marginal opportunities for career advancement. Many individuals with limited English skills have few opportunities to find high-quality jobs without services that improve their proficiency at English.

Adult education partners will play a key role in providing services for English Language Learners in the Region. Activities will include, but not be limited to:

- Evaluation of current programs and capacity
- Committing to adopt English language proficiency standards that correspond to college and career-ready standards
- Developing and administering regionally aligned assessments
- Supporting collaboration between workforce and education partners/stakeholders
- Assist participants in obtaining literacy and basic skills for employment and transition through career pathways

**Declaration:** Orange County has the highest percentage of English Language Learners in Southern California at 25%, and supporting language programs will become even more important as the county continues to become more diverse.

**Regional Goal/Objective:** Improve access and quality of Service Delivery to enable upward mobility for all Californians through coordinated regional partner efforts, including for those individuals with barriers to employment such as English Language Learners and other special populations.

**Strategy:** Employ coordinated service delivery and approaches proven to accelerate individuals' progress towards his/her academic and vocational goals; evaluate current needs for adult education programs within the OC Region, integrate existing programs and create seamless transitions into postsecondary education or the workforce.

**State Plan Alignment:** Coordination of programs and services by building regional partnerships between workforce, education, and other key partners/stakeholders to integrate service delivery and braid resources to best meet client needs.

**2C. REGIONAL SECTOR PATHWAYS:** The purpose of “regional sector pathways” is to ensure that demand industries in each region are having their workforce needs met while also ensuring that students, workers, and other individuals, including individuals from populations with barriers to employment, have the opportunity to develop the requisite skills in-demand in their respective regional labor markets, and that the proper remediation and other supportive services are available to ensure participants can succeed. Regional sector pathway programs should ultimately result in the attainment of industry-recognized post-secondary credentials by those who complete these programs.

## **2Ci. ASSESSMENT OF REGIONAL INDUSTRY WORKFORCE**

**INDUSTRY LEADER ENGAGEMENT/ SUMMARY OF CONVENING ACTIVITIES** Determining industry workforce needs in the Orange County region required the efforts of a multitude of partners. Industry sector leaders, organized labor, educational institutions, regional economic development agencies and non-profit organizations gathered in a variety of settings to share critical information, feedback and recommendations that led to the development of a robust plan to address workforce issues. Regional sector pathways for the OC Region are identified and developed through regional planning and organization efforts led by industry sector leaders, and include: organized labor, community colleges, K-12 programs, Adult Schools, all four regional Adult Education Block Grant (AEBG) Consortia, three local boards operating jointly in the Orange County RPU, CBOs such as United Way and Goodwill, business associations, and regional economic development agencies.

**Required planning and public meetings include the following:**

OC Network (Orange County Regional Economic Workforce Development Network) is a major driver of regional workforce needs assessment. This group met on a quarterly basis and convenes a large number of industry participants along with labor, education, economic development agencies, and the community. Quarterly meetings are open to the public and announced on the OCeconomy.org website. OC Network has identified key competitive and emerging industries and coordinated resources to:

- Develop industry-specific partnerships in targeted industries
- Align public programs with funding streams
- Identify additional state, federal, private and philanthropic resources
- Collaborate with and create sector partnerships
- Support Regional Implementation and Innovation strategic activities

Orange County Career Pathways Partnership (OCCPP) is one of the largest regional consortium in California with the goal of creating career pathway programs that are accessible to Orange County students from all socio-economic backgrounds. The OCCPP was provided with a grant from the California Department of Education to create a countywide infrastructure utilizing career exploration, on-the-job training, and virtual learning. The OCCPP Regional Consortium holds quarterly planning meetings that creates opportunities for educators to collaborate with key stakeholders to develop viable and sustainable career pathways in OC Region's priority industries: healthcare, manufacturing, and information technology.

Orange County Business Council (OCBC) represents and promotes the business community, working with government and academia to enhance Orange County's economic development and prosperity in order to preserve a high quality of life. OCBC serves pro-business interests so that the region's vibrant economy will continue to expand, bringing the benefits of prosperity the county. Its core initiatives include Infrastructure, Workforce and Economic Development and Workforce Housing.

Orange County Regional Leadership Council convenes the Orange County Development Board, the Anaheim Workforce Development Board, and the Santa Ana Workforce Development Board with mandated partners and key stakeholder groups. The Regional Leadership Council meets monthly to discuss and plan for strategic alignment and coordinated system efforts for the Orange County Region. Roles and responsibility of the Regional Leadership Council include, but are not limited to:

- Identification of short term/immediate needs for OC Regional Plan implementation and long term sustainability efforts
- Integration of partner needs/goals and implementation of regional projects, such as: SlingShot, Regional Implementation and Innovation, etc.
- Development of partner MOUs, discussion of partner strategic plans and regional goals
- Development of regional plan framework with commitments to implement regional strategies/activities
- Commitment to economize and leverage resources for the OC Region

California Community Colleges, Doing What Matters, Taskforce on Workforce: 14 Regional College and Faculty Conversations with over 700 attendees, including 40% faculty; 6 Strong Workforce Town Hall Meetings with over 500 participants in regions across the state; 6 expert background papers on common themes including Workforce Data and Outcomes, Curriculum Development, Structured Pathways and Student Support, Regional Coordination, and Funding; 5 meetings of the 26-member Task Force. Public input and comment.

**DATA SOURCES** The OC Region has used the regional EDD data analytics and focused on positioning work to leverage priority industry sectors, strategic partnerships, career pathways and collaborations to build a greater workforce system. Over the last several years, the OC Region has built a forward-thinking system to address the workforce development challenges of Orange County, one of which is system alignment and development of regional infrastructure that will be addressed through by this regional plan. OC Region has worked to create pathways forward for Orange County by aligning education and workforce training efforts to meet the needs of the priority industry sectors. All four industry sectors currently outpace state employment

projects and create jobs at all levels of the educational attainment spectrum — from entry-level to executive positions. The data analysis illustrates the need for county policymakers to channel OC Region residents toward these lucrative positions through both traditional education and training programs as well as industry partnerships that provide jobseekers with hands-on experience.

**Declaration:** The OC Region has identified priority high-value industry sectors and developed a plan that is responsive to industry voiced demands and data supported needs in the region. The regional assessment creates opportunities to develop and support industry relevant post-secondary and industry-recognized certificates, training programs, OJT and apprenticeships for these identified priority sectors as a start to building an integrated regional sector pathways system.

**Regional Goal/Objective:** Targeted and meaningful business and industry engagement to improve access and quality of demand-driven programs organized around regional sector pathways in high-value industries.

**Strategy:** Support regional sector pathway development by offering in-demand training/education to create pathways to higher wage occupations that will influence workers' upward mobility to employment in higher paying jobs and careers, designating local AJCCs as on-ramps or gateways to programs/services (further defined in respective local area plans).

**State Plan Alignment:** Aligning education/training with industry needs to support regional sector and career pathways.

## **2Cii. ASSESSMENT OF EXISTING TRAINING AND EDUCATION PROGRAMS IN THE REGION ASSETS AND GAPS**

**ASSESSMENT OF EXISTING TRAINING AND EDUCATION PROGRAMS** A major source of funding for existing training and education programs in the OC Region comes from the California Career Pathways Trust grant, which awarded the Orange County Career Pathways Partnership (OCCPP) and California Community Colleges Doing What Matters workforce taskforce. These entities were tasked with building a countywide infrastructure to foster the development of workforce programs that aligned educational institutions with local businesses.

Recent surveys assessed the progress of career and technical education (CTE) programs and the overall status of workforce training and education programs in the region. The surveys performed qualitative research on existing training and education programs by gathering input from the Orange County Community College CTE Deans and Faculty, Orange County Community College career center representatives and local businesses representing small, medium and large-size businesses. The report showed that current efforts are falling short of meeting regional needs. Local businesses provided feedback that a general lack of coordination with community colleges led to poor participation in existing programs. Businesses acknowledged that they did not have enough understanding or familiarity with the partnership process to justify allocation of resources to the effort.

In addition to the education system, the Orange County Region AJCC One-Stop system offers workforce training allowable under WIOA. The local area One-Stop Centers strive to serve WIOA eligible Adult, Dislocated Workers and Youth with training options including Individual Training Accounts (ITA), On-the-Job Training (OJT), Customized Training, Incumbent Worker Training (IWT) and Transitional Jobs opportunities. Initial feedback from businesses interested in on-the-job training (OJT), Incumbent Worker Training and apprenticeships report that they are wary of the logistics involved in coordinating repetitiously with three local boards whose policies and processes differ.

Inter-agency policy discrepancies and a lack of coordination among the community colleges and within the three local boards' results in reduced referral and linkage of customers to relevant education and training programs, creating unnecessary obstacles that limit effectiveness. Accessibility and customer choice are impacted by a lack of process and policy alignment and creates uneven access to services that vary sometimes based on customer geography and sometimes based on lack of existing contracts with desired training providers/programs. Duplication of services and discrepancies in costs create additional challenges that confuse customers, limit regional coordination, and impact training.

**ADDRESSING DEFICIENCIES** Over the past 18 months, OC Pathways and SB 1070 have jointly invested in a major initiative to align curriculum and educational practices at the secondary and post-secondary levels to best respond to the

education and training needs identified by industry. Teams of educators, counselors and administrators have been actively engaged in multiple forums that provide opportunities for industry professionals to bring voice to the direction of curriculum and pedagogy in the career pathway programs linked to their sector. Workforce, education, and training initiatives in the region require further development and coordination. Feedback received guided key recommendations such as: infrastructure development, regional systemic alignment of workforce programs, policy alignment, and addressing talent pipeline issues. Strategies to address deficiencies include:

- Industry led and defined efforts to organize and align workforce activities through convening of local stakeholders and leverage of existing networks and resources
- Coordinated businesses engagement efforts within and between community colleges and local boards
- Research and evaluation of current industry needs in the region through surveys, focus groups, and workgroups
- Evaluation and assessment of training processes and alignment of system processes among the local boards in the region
- Identification of workforce/education infrastructure assets and gaps and building of capacity of all partners in the system to increase quality and broaden service delivery processes around training and education programs
- Development and utilization of a shared digital platform to coordinate and streamline business engagement

**Declaration:** Incentivize collaboration, not competition. A major theme that emerged from interviews with education and training providers is that the current system incentivizes campuses and training providers to act competitively, rather than in concert, because often funding and payment is based on how many customers they attract.

**Regional Goal/Objective:** Improve access and quality of education and training services responsive to business needs that will increase, expand, and improve programs that create opportunities for all workers and job seekers for employment in fields with high wages and/or career advancement opportunities, including for those with barriers to employment.

**Strategy:** The skills needed in the labor market change relatively rapidly as new technologies are developed, new industries are created, and existing industries evolve. As a result education and training courses, in order to stay relevant, must regularly be updated to reflect changing labor-market demands. Periodic evaluation, assessment and enhancement of existing education and training programs via the feedback key stakeholders ensure that regional needs will be addressed effectively and in a continuous manner. Coordination of training programs and resources may reduce redundancies in the system.

**State Plan Alignment:** Foster demand driven skills attainment through collaboration and active engagement of businesses in workforce and education planning and affect system change through alignment, coordination and integration of systems, programs, and resources.

### **2Ciii CAREER PATHWAY PROGRAMS IN THE REGION**

The OC Pathways is a career pathway program in the OC Region that was initiated through a 2014 California Department and Education grant. OC Pathways is a program that is designed to equip students for college and career success using an innovative method that combines academics with career preparation. Over fifty industry partners have been engaged to participate in OC Pathways to focus on high-need, high-wage, high-skill STEM careers. Target sectors are healthcare/biotechnology, engineering, manufacturing, and information technology/digital media. Industry partners include major businesses in the OC Region, such as: Broadcom, Edwards Lifesciences, and Fluor Corporation to help build a regional infrastructure that expands career pathway opportunities for Orange County students. This goal is achieved primarily by connecting educators with industry leaders to create a Career Readiness Hub, where students are provided with virtual field trips, virtual mentorships, interactive career exploration tools and a curriculum that emphasizes workforce readiness skills. Industry participation is relied upon because providing students with relevant, hands-on experience is central to the success of the program. The program provides students with direct involvement in career settings through internships, development of work-based learning program at local schools and other innovative teaching methods that are heavily influenced by industry partners. OC Pathways also provides resources for educators through workshops and learning sessions that introduce new methods and techniques for incorporating workforce readiness into student curriculum.

- Over 8,600 students have participated in the program, with 2,500 participating in work-based learning programs. 12,500



community college students have enrolled in OC Pathway industry sectors, earning 600 certificates and 85 degrees. 500 educators have enrolled in OC Pathways professional development sessions, and the University of California Curriculum Integration (UCCI) developed 6 courses, 4 of which meet University of California and California State University admission requirements.

**Declaration:** The nascent success of the career pathways programs provides a solid foundation for the development of an overall infrastructure to enable future development of regional sector career pathway approaches to OC workforce needs.

**Regional Goal/Objective:** Improving access and quality of programs, embracing a sector strategy that concentrates on developing career pathways programs for priority sectors to help people get and sustain good jobs with good pay.

**Strategy:** Organizing regional sector career pathway development around a network of engaged business/industry, education, labor, and stakeholders who are invested in regional workforce development.

**State Plan Alignment:** Strategic regional alignment of education, training, and workforce systems to foster demand-driven skills attainment and opportunities for upward mobility for all Californians.

**2Civ. RECOMMENDATIONS TO FURTHER DEVELOP CAREER PATHWAYS PROGRAMS**

As described and referenced throughout this regional plan, the OC Region has established the Orange County Economic and Workforce Development Network (“the OC Network”) as the vehicle for bringing businesses, labor, education, economic development and others to identify and address the regional workforce challenges, especially as they relate to the key industry clusters of the County. Through quarterly meetings, intensive workgroups, and planning sessions, the OC Network serves as a hub for dialog, information sharing, planning, and development of resource strategies. Complementing the State goal to create and implement regional sector pathways, the OC Network’s key partners and stakeholders have come together with recommendations to further develop career pathway programs to meet regional industry needs:



- Identifying key competitive and emerging industries
- Aligning, coordinating, and integrating Orange County’s resources to support the development of industry-specific partnerships in those targeted high-value priority industries
- Working to minimize/eliminate policy/administrative barriers to the alignment of public programs and funding streams
- Developing common systems to track participant success
- Identifying and accessing additional federal, state, private and philanthropic resources to sustain the network, invest in specific programs, and support sector initiatives
- Integrating programs and braiding funding streams along career pathways, and providing supportive services for underprepared students and workers
- Supporting a multiple entry/exit point system in career pathways programs

Informing the work of the OC Network are Sector Partnerships, which bring together leaders from business and education, along with other stakeholders, to develop education and training curriculum and programs to meet business demands for skilled labor. For industries identified by the OC Region as priority sectors, the Sector Partnerships are responsible for:

- Identifying/articulating current and anticipated industry skills gaps
- Mapping out and establishing career pathways in targeted industry sector
- Providing input into the development of training curriculum and/or adjusting existing curriculum
- Vetting industry valued skills certifications, credentials, and degrees
- Developing other strategies to support industry workforce needs and worker career advancement

**Declaration:** Ultimately, the OC Region RPU expects that the work of the OC Network and the Sector Partnerships will enable workers to gain the skills necessary to perform work in the sectors that are driving the Orange County economy. Implementation of these industry recommendations will help develop a comprehensive continuum of career pathway resources that support a multiple entry point system- no wrong door for clients in need for varying services.

**Regional Goal/Objective:** Strategic regional alignment to support development of career pathways through coordination and integration of programs, services, and partner resources.

**Strategy:** Industry guided development of a comprehensive continuum of career pathway programs that will address skills development across the competency spectrum of careers, from foundational skills to the high level skills.

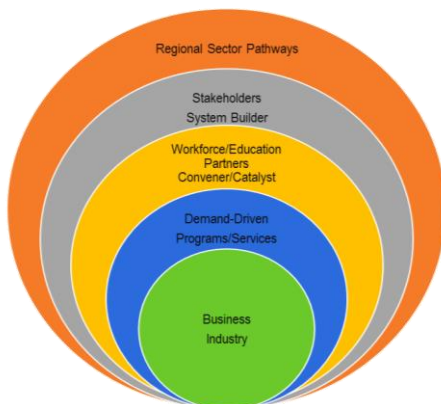
**State Plan Alignment:** Strategic regional alignment led by industry demand to build regionally responsive and relevant career pathways.

**2D. INDUSTRY-VALUED POST-SECONDARY CREDENTIAL ATTAINMENT: Under the State Plan, regional sector pathway programs should result in the attainment of industry-valued and recognized post-secondary credentials that are portable and aligned with regional workforce needs.**

**2Di. DETERMINING INDUSTRY-VALUED AND RECOGNIZED POSTSECONDARY CREDENTIALS**

**WIOA Regional Plan Requirement (C): Regional planning process shall result in the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.**

**IDENTIFY THE PROCESS TO DETERMINE VALUED AND RECOGNIZED CREDENTIALS** The OC Region leveraged existing CTE steering committees, a working group dedicated and actively engaged in a process of inventorying current curriculum, sector partnerships, and industry targeted efforts. Customer-focused and industry led efforts are key drivers at the OC Network meetings that bring together business, industry, workforce, and education partners. A series of business/industry focus groups combined with EDD regional and local labor market information provides context for the determination of valued and industry recognized credentials. The process to vet valued and recognized credentials included:



- Partner engagement- bringing the right mix of key stakeholders and decision makers to the table
- Soliciting business/community input- focus groups, work groups, town hall meetings, surveys
- Evaluation and assessment- inventory of current credentials, asset mapping
- Analysis of labor market information- return on investment of credentials, are these credentials relevant to industry needs, regional data analysis, current and on-going analysis
- Ensuring credentials were responsive to high-value, high-growth sectors- pulse on priority sectors in the region with evidence of clear pathways to career advancement and/or higher wages
- Tracking employment- credentials leading to gainful employment

**DESCRIBE INDUSTRY LED DISCUSSION**

**PROCESS** An industry led approach to skills development helps education and workforce partners respond to gaps and needs with solutions, programs, and services that will help businesses fill jobs with skilled workers. All workgroups, steering committees, and meetings include business and industry as primary key partners. The OC Region RPU will utilize the OC Network as a vehicle to ensure that industry leads this discussion and process.

**OC Regional Workforce & Economic Development Network “The Network”**

- Consistent with the strategic framework of The State Working Group
- It serves as the vehicle for bringing businesses, labor, education, economic development and others to identify and address the regional workforce challenges, especially as they relate to the key industry clusters of the County
- The Network is a hub for dialog, information sharing, planning, and development of resource strategies

**Declaration:** Post-secondary education and credentials are key to economic mobility for individuals and the economic strength of the entire Orange County region. Credentialing is an important way to connect industry demand to workforce capability and ensure high quality skills to satisfy businesses.

**Regional Goal/Objective:** Targeted meaningful business/industry engagement to help build and support regional sector and career pathways and identify credentials are responsive to industry needs for a skilled workforce.

**Strategy:** Prioritize industry led discussions in the development of industry relevant and demand driven services/trainings.

**State Plan Alignment:** Foster demand driven skills attainment through collaboration and active engagement of business and industry in the development and provision of credentials for in-demand industry sectors/occupations for the region.

**2Dii. CURRENT INDUSTRY-VALUED AND RECOGNIZED POSTSECONDARY CREDENTIALS**

**CURRENT CREDENTIALS** Echoing the California Workforce Development Board’s policy statement on credential attainment: Credentials benchmark skill attainment. Documenting everything from work readiness to technical proficiency, they may be awarded for credit hours earned, programs completed, or competencies demonstrated. The OC Region RPU is focusing on the development and enhancement of credentials around high-value priority sectors such as: manufacturing, healthcare, IT, and hospitality/tourism. Industry credentials currently offered to the region include, but are not limited to:

<p><b>California industry credentials</b></p> <p><a href="http://doingwhatmatters.cccco.edu/LaunchBoard/IndustryCredentialsSearch.aspx">http://doingwhatmatters.cccco.edu/LaunchBoard/IndustryCredentialsSearch.aspx</a></p>	<p>This searchable database provides information on third-party credential exams that are issued through Certiport, including:</p> <ul style="list-style-type: none"> <li>▪ A list of credentials, which can be filtered by K-12 pathway, industry cluster, or priority sector</li> <li>▪ Figures on how many students have passed exams at individual K-12 sites and colleges</li> </ul>
<p><b>Credentials offered by community colleges</b></p> <p><a href="http://doingwhatmatters.cccco.edu/portals/6/docs/Industry%20Credentials%20Grid_CC.pdf">http://doingwhatmatters.cccco.edu/portals/6/docs/Industry%20Credentials%20Grid_CC.pdf</a></p>	<p>The list is intended to help practitioners fold credentials into community college programs, and to help students obtain employment or demonstrate skills needed in the workplace. Students successfully completing training for these certifications will be prepared to sit for the industry-valued certifications.</p> <p><i>This is a live list, and will continue to change as required by both industry and educators.</i></p>
<p><b>Credentials offered by K-12</b></p> <p><a href="http://doingwhatmatters.cccco.edu/portals/6/docs/Industry%20Credentials%20Grid_K12.pdf">http://doingwhatmatters.cccco.edu/portals/6/docs/Industry%20Credentials%20Grid_K12.pdf</a></p>	<p>Students successfully completing a program of study within the career pathways listed here will be prepared to sit for the cross-listed industry-valued certifications and will be better prepared for continuing their studies in community college career pathways.</p> <p><i>This is a live list and is not to be considered as an official list by the California Department of Education.</i></p>
<p><b>Credentials offered by private third-party training providers</b></p>	<p>Various private third-party training providers for the OC RPU included on the OC Region Approved Training Provider Directory consist of approximately fifty unique providers offering 360 training programs.</p>

**DESCRIBE THE PROCESS TO ENSURE LABOR MARKET RELEVANCE** Credentials should be responsive to current labor market trends and industry identified skills gaps. Processes to ensure labor market relevance of credentials in subsequent years as labor markets change will include, but not be limited to:

- Labor market analytics: through real time EDD LMI data, OC Workforce Indicators Report, OC Indicators Report, Chapman University Annual Economic Forecast,
- Employment: data tracking gainful employment connected to credentials
- On-going evaluation and vetting of credential programs by industry partners and stakeholders

**Declaration:** Credentials offered should be meaningful with actual value in the current labor market, portable and transferrable, and connected to a job or an educational/career pathway. Industry-valued credentials have the following characteristics:

- Valued and demanded by businesses
- Portable – skills learned are transferable and provide broad opportunities
- Stackable – skills learned may lead to opportunities for continuous or advanced training and education
- Lead to higher wages, career advancement, and/or increased job security

**Regional Goal/Objective:** Improve access and quality of credentials by developing and offering in-demand training

**Strategy:** Ongoing business engagement in the credential review and development process, ongoing evaluation and analysis of labor market trends.

**State Plan Alignment:** Foster demand driven skills responsive to industry need and relevant to current labor markets.

### **2Diii. INDUSTRY-VALUED CREDENTIALS VETTING PROCESS**

To ensure that industry is actively involved in the education and certification process, a series of focus groups were held in specific industry segments to gather feedback on demand for industry-valued credentials and how industry should be involved in the credentialing process. An online survey is under development in order to broaden the scope of industry feedback and involvement. More than 20,000 businesses will be asked to participate to help refine the list of industry-valued credentials and also to get information on industry segments to be aware of. The results of the LMID, industry feedback and other stakeholder participation will be shared with a coalition of partners that includes: California Department of Education, local boards, community colleges in the OC Region, Orange County Business Council, and the AEBG Consortia.

Regional partners, including industry leaders, are committed to evaluating and determining that relevant credentials are industry valued through:

- Business feedback: OC Network meetings and workgroups, CTE advisory board meetings, Chambers of Commerce, Orange County Business Council, Local Boards, and Industry forums
- Employment: data tracking gainful employment connected to credentials

**Declaration:** Industry led discussions and feedback will guide labor market supported coordination and vetting of credentials offered in the region. This vetting process will confirm if credentials are: relevant to industries with high demand, in a sector characterized by quality jobs or pathways to them, tied to groups of firms and informed by a region's best businesses, connected directly to jobs or to next steps in an education and/or career pathway, and are accessible and meaningful to a wide range of small and medium businesses in the OC Region.

**Regional Goal/Objective:** Targeted meaningful business/industry engagement to identify and determine industry skills gaps and needs to be incorporated into industry relevant and demand driven programs and pathways.

**Strategy:** Coordination between industry/business, education, and workforce to meet business and industry needs; support collaborations to leverage and braid CTE and workforce funding streams to build capacity to meet regional needs.

**State Plan Alignment:** Foster demand driven skills attainment that is industry validated and proven to help people get good jobs and help businesses find skilled workers.

## 2Div. TRAINING AND EDUCATION PROVIDERS

**TRAINING/EDUCATION** Training and education providers in the OC Region include, but are not limited to, local school districts, community colleges, other accredited colleges/universities, and private third-party training providers such as:

- **School Districts (27):** Anaheim Elementary School District, Anaheim Union High, Brea Olinda Unified, Buena Park, Capistrano Unified, Centralia Elementary, Cypress, Fountain Valley, Fullerton, Fullerton Joint Union High, Garden Grove Unified, Huntington Beach City, Huntington Beach Union High, Irvine Unified, La Habra City, Laguna Beach Unified, Los Alamitos Unified, Magnolia, Newport-Mesa Unified, Ocean View, Orange Unified, Placentia-Yorba Linda Unified, Saddleback Valley Unified, Santa Ana Unified, Savanna, Tustin Unified, and Westminster;
- **Community Colleges (9):** Cypress College, Fullerton College, Golden West College, Irvine Valley College, Orange Coast College, Santiago Canyon College, Santa Ana College, and Saddleback College;
- **Public Universities (2):** California State University, Fullerton (CSUF), and University of California, Irvine (UCI);
- **Other (19 approx.):** Various other accredited private colleges and universities;
- **Other (50 approx.):** Various private third-party training providers for the OC RPU included on the OC Region Approved Training Provider Directory consist of approximately fifty unique providers offering 360 training programs.

**Declaration:** As stated in the CWDB credentialing policy framework- the USDOL guidance offers a clear definition of industry-recognized credentials, but offers no indication of how many exist, in which regions and sectors. This is the challenge to be addressed by the board to track the establishment of credentials and the deployment of credentials.

**Regional Goal/Objective:** Strategic regional alignment and coordination of programs and services that are in sync and committed to the overall goal of increase efficiencies and innovations in the workforce development system.

**Strategy:** Coordination between industry/business, education, and workforce to meet business and industry needs; support collaborations to leverage and braid CTE and workforce funding streams to build capacity to meet regional needs.

**State Plan Alignment:** Foster demand driven skills responsive to industry need and relevant to current labor markets.

## 2Div. TRACKING ATTAINMENT AND ESTABLISHING REGIONAL GOALS

**TRACKING CREDENTIAL ATTAINMENT** The local boards and partners collectively in the OC RPU will develop a system to share data in order to track credential attainment and measure total contributions of industry recognized credentials produced by the partners collectively in the RPU.

**Measurable goals to track credential attainment:**

- Percentage of participants in unsubsidized employment during 2<sup>nd</sup> quarter after credential attainment
- Percentage of program participants in unsubsidized employment during the 4<sup>th</sup> quarter after credential attainment
- Percentage of participants who are gainfully employed within 1 year after completion of a recognized post-secondary credential, secondary school diploma or equivalent

**Regional goals to track credential attainment:**

- Coordination and collaboration with system partners to develop a process to share data across systems that will help track participants and recognized post-secondary credential attainment linked to gainful employment
- Indicators of effectiveness in serving businesses' needs through analysis of credential attainment linked to employment trends in the region

**Declaration:** Credential programs are accountable to participants and business. This begs the inclusion of an evaluation and tracking process that examines programs, providers, and aligns performance accountability and data systems to support valuable credential attainment. All partners' individual regional goals were cross-referenced to align with State Plan goals and policies to establish comprehensive and inclusive regional goals for the OC Region's plan around industry recognized credentials as part of the regional sector pathway.

**Regional Goal/Objective:** Strategic alignment and coordination of programs, services, and partners, creating cross-system data capacity that uses diagnostic labor market data to assess the value of those program investments.

**Strategy:** Performance will be tracked and evaluated over time. Working with state, regional, and local partners ensures investments in employment, education and training programs are evidence-based, demand driven, and data supported

**State Plan Alignment:** Production of a million industry-recognized credentials over the next ten years, creating a sustainable credentialing agenda for shared regional prosperity.

**2E. ACCESSIBILITY AND INCLUSIVITY:** Regional planning is intended to be inclusive and regional sector pathway programs must be flexibly designed and include, as appropriate, remedial programming, so as to allow individuals with barriers to employment and other target populations, including those with limited basic skills and limited English proficiency, an ability to work their way along these pathways. Regional sector pathway programs must be designed to allow participation of individuals with disabilities.

#### **2Ei. REGIONAL PLANNING EFFORTS TO INCLUDE INPUT FROM STAKEHOLDERS AND CBOS REPRESENTING DEMOGRAPHY OF THE REGION**

**WIOA Regional Plan Requirement (F):** *Regional planning process shall result in the coordination of transportation and other supportive services, as appropriate, for the region.*

**REGIONAL PLANNING OUTREACH EFFORTS** To develop a truly regional plan that represents all the moving parts involved in the workforce system, the OC Region proactively engaged leadership of key partners and stakeholders (members listed previously in Section 2Aii) to coordinate development of respective regional plans and contribute to the development of the OC Regional Plan. In order to help align all WIOA mandated operations and programs as well as bigger regional efforts to meet the needs of ever changing OC Region needs, leaders and decision makers from each of the groups were invited to an initial regional planning meeting. From this initial planning meeting was borne the OC Regional Leadership Council as an entity to foster integration and coordination of all partner perspectives for strategic regional planning. Outreach and recruitment of partner input was also facilitated through leveraging the OC Network as an existing entity to engage and include public, private, non-profit, education, and community input. Special Populations, such as out-of-school youth, foster youth, veterans, ex-offenders, and limited English proficient were invited to participate in the regional planning process through the public quarterly network meetings and special workgroups. In addition to coordination of key leaders and partners, the OC Region was awarded the Regional Implementation and Innovation Grant as a means to develop and implement improved infrastructure through regional coordination and system alignment of regional data, policy, and service delivery. The goal of all regional collaboration and alignment efforts is to ultimately improve access to regional sector pathways activities that lead to recognized post-secondary credentials and/or industry-recognized credentials (portable and stackable), increase access to training, support development of apprenticeship opportunities, and ultimately meeting the needs of industry for skilled workers.

#### **GROUPS CONTACTED/INVITED TO PARTICIPATE IN REGIONAL PLANNING & COORDINATION**

- **The OC Regional Leadership Council:** In addition to decision makers representing the WIOA titles and core system partners, the council has also recruited leaders from the Social Services TANF programs, OC Sheriff's Probation Department, and the Orange County Department of Education.
- **The OC Network:** The OC Network was established in order to better support and integrate county-wide initiatives through collaborative partnerships between public and private organizations and established industry sector professionals that includes members from businesses, industry associations, education, workforce development, economic development, community based organizations, labor organizations and other public sector agencies.
- **Community Based Organizations:** A number of community-based organizations contribute input and collaborate on projects within the OC Region through active participation in the OC Network. Primary community based organizations that have actively contributed to the development of the OC Regional Plan include the United Way of

Orange County and Goodwill Industries of Orange County who support programs and provide services to historically high-need and disadvantaged communities. OCAPICA and other youth providers contributed strategic guidance to serve out-of-school youth and foster youth in the OC Region.

- **Career Technical Education (CTE) – Partners:** OC Pathways and OC Department of Education, represents CTE development and integration related to workforce development and has provided comprehensive data and analysis of industry workforce credentials at the community college and high school level in the OC Region.
- **Business – Economic Development:** The OC Region worked with the Orange County Business Council, members of the OC Network, and the OC Economic Development Working Group to include business and economic development input into the OC Regional Plan. This strategic feedback aligns regional activity to positively impact the ongoing economic vitality of the region.
- **Adult Education Block Grant Consortia:** All four Orange County Adult Education Block Grant (AEBG) consortia have been invited and have participated in the OC Regional Leadership Council.
- **Comprehensive Development Strategy Committee (CEDS):** CEDS is committed to focusing change on areas identified as distressed or vulnerable to distress; to improve communities identified as “Red Zones” in the region.
- **SlingShot Coalition:** The SlingShot Coalition (led by industry) serves not only as a director of SlingShot activities and policy, but as a think tank on workforce and economic development issues for the OC Region with formal commitment from industry leaders and community partners to support the regional strategy and make specific contributions to regional workforce development activities.

**ESTABLISHING REGIONAL GOALS** The OC Region RPU, through the creation of the OC Regional Leadership Council, have met quarterly in 2015 and monthly in 2016 to support joint development of OC Regional goals.

- Key partners and stakeholders (members listed previously in Section 2Aii) shared best practices and priorities/goals for the entities they represented. This data was collected and integrated into a cross walk of all partner regional goals. This process strengthened communication, coordination, and decision-making between regional partners.
- Regional labor market information provided by EDD gave the Leadership Council context by which to review, evaluate, and revise regional goals for the OC Regional Plan.

	Fostering demand driven skills attainment Collaboration	Enabling upward mobility for all Californians Innovation	Aligning, coordinating, integrating programs and services System Change
<b>California Workforce Goal: One Million more skilled workers</b>	To restore upward mobility and meet employers' needs, California needs one million more graduates with middle-skilled credentials over the next ten years		
<b>Background:</b>	With wages stagnating and income inequality rising- and millions of Californians struggling to make ends meet in low-wage jobs- industries from health care to manufacturing still can't find the skilled workers they need		
<b>STATE PLAN</b>	Fostering Demand Driven Skills Attainment <b>COLLABORATION</b>	Enabling upward Mobility for all Californians <b>INNOVATION</b>	Aligning, coordinating, and integrating programs and services <b>SYSTEM CHANGE</b>
<b>State Policy Objectives</b>	1. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs. The success of these efforts will depend on the depth of industry engagement. 2. Career pathways: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with labor market gains for those being trained or educated. These pathways should be flexibly designed and include, where necessary, remedial programming, and English as a Second Language training, so as to allow those with basic skills deficiencies the ability to participate.	4. "Earn and learn"—using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation. The success of earn and learn programs depends on sustained employer engagement, and where appropriate, the involvement of organized labor, especially as this pertains to the development of partnerships with labor-management apprenticeship, pre-apprenticeship, and nontraditional apprenticeship programs. 5. Supportive services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.	3. Regional partnerships: building partnerships between industry leaders, including organized labor, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that support regional economic growth. The success of these efforts will depend on the depth of industry engagement. 6. Creating cross-system data capacity: using diagnostic labor market data to assess where to invest, and also, the use of performance data to assess the value of those investments. 7. Integrated service delivery: braiding resources and coordinating services at the local level to meet client needs.
<b>OC REGIONAL GOALS</b>	<b>Targeted Meaningful Business/Industry Engagement-</b> foster demand driven skills attainment through collaboration and active engagement of businesses in workforce and education planning, including identifying key industry skills needs, determining skills gaps, and education/training needs to be incorporated in regional sector pathways and development of industry relevant and demand driven programs and pathways	<b>Improve access and quality of Service Delivery-</b> enable upward mobility for all Californians through innovation organized around regional sector pathways- increase, expand, and improve programs that increase opportunities for all workers and job seekers for employment in fields with high wages and/or career advancement opportunities, including for those with barriers to employment such as ELL and special populations	<b>Strategic regional alignment-</b> bring about system change through alignment, coordination, and integration of programs, services, and partners- system alignment, service integration, and support towards a sustainable regional infrastructure that are in sync and committed to the overall goal of helping people get good jobs, sustain/keep good jobs and positively affecting regional economy through sustainable regional sector pathways.
<b>Outcome</b>	Help people get good jobs	Help people sustain good jobs	Positively impact regional economy

**Declaration:** The OC Regional Plan has taken into consideration the regional strategic plans of partners and key stakeholders and has herein integrated and aligned the OC Regional Plan with those of other partners in an effort to align regional goals and streamline service delivery through leveraging resources.

**Regional Goal/Objective:** Strategic regional alignment to increase efficiencies and innovations in the workforce system that will promote competitive and world-class education and workforce opportunities to the OC Region.

**Strategy:** Align regional goals and strategies across systems, foster cross referral among all partners, increase ratio of braided funds, aligned business engagement, support infrastructure development and coordination

**State Plan Alignment:** Alignment of workforce, education, and business engagement programs to foster a comprehensive workforce system responsive to demand-driven skills attainment through system alignment, service integration and continuous improvement.

## **2Eii. ADULT EDUCATION BLOCK GRANT (AEBG) CONSORTIA PARTICIPATION**

The Adult Education Block Grant (AEBG) created consortia statewide by using existing community college district boundaries. As such, Orange County has four AEBG consortia that have each participated in the WIOA regional planning process. The Coast Adult Education Consortium (CAEC) runs from Seal Beach, the most north-western point of the Orange County coast, and runs south through Newport Coast. The North Orange County Regional Consortium for Adult Education (NOCRC) comprises the northern portion of the county including the most populous city in the county, Anaheim. Rancho Santiago Adult Education Consortium (RSAEC) resides in the heart of the county and includes the second most populous city, Santa Ana. The fourth AEBG consortia, South Orange County Regional Consortium (SOCRC), is located in the southern half of the county with the largest square miles of territory of all the consortia and the second highest overall number of residents.

**Declaration:** Through participation in the OC Leadership Council, the AEBG Consortia actively contributed to the OC Regional Plan from the planning through development of the plan with commitments to collaborate on implementation.

**Regional Goal/Objective:** Strategic regional alignment, collaboration, and coordination to address basic skills needs.

**Strategy:** Evaluation of current needs for adult education programs within the OC Region, input into pathways development so as to allow those with basic skills deficiencies the ability to participate in meaningful regional sector career pathways.

**State Plan Alignment:** Foster demand-driven skills attainment through collaboration with education/ training partners.

## **2Eiii. BASIC SKILLS EDUCATION**

**ANALYSIS OF BASIC SKILLS EDUCATION IN THE OC RPU** The need for basic skills education in the Orange County RPU is substantial. As of the 2016-2017 Orange County Workforce Indicators Report, 15.9% of the county population of those 25 years of age or older do not have a high school diploma. An additional 17.3% of the population have a high school diploma, but no postsecondary education.

Each year, a sizable number of job seekers served by the workforce and education systems are assessed as basic skills deficient. In order to ensure that these individuals have the skills necessary to qualify for and succeed in jobs, many are referred to services for language skills and math remediation. Such services are available through WIOA-funded and other programs including community college programs, adult schools, ROPS, non-profit agencies and community learning centers. While the length of time that participants spend in basic education varies from student to student based on individual skill deficits, it is not the case that large numbers of these students spend inordinately long periods of time in basic education. Most quickly acquire new skills to support their employment efforts and it is not uncommon for learners to continue studying to increase communication and computation competencies after they begin work.

### **Demography and Languages Spoken in the OC Region**

According to the Orange County Community Indicators 2016 Report, 46% of all residents over age five speak a language other than English at home. In AEBG RSAEC's region, 15% of all households have "no one age 14 and over [who] speaks English or speaks English very well". (US Census Bureau, 2008-2012 American Community Survey).



### Estimated Number of Individuals Served Regionally

Collectively, the four Orange County AEBG consortia provide basic skills education for 225,109 individuals as reported in the 2015-16 AEBG Student Data Collection Reports. The areas of basic skills education which are also allowable program areas under AEBG include Adult Basic and Secondary Education (ABE/ASE), English as a Second Language/Citizenship (ESL), Adults with Disabilities (AWD), and Career Technical Education (CTE). 86,298 individuals are served in ABE/ASE courses within the RPU (CAEC – 35,811; NOCRC – 13,734; RSAEC – 33,926; SOCRC – 2,913). 93,772 of individuals are served in ESL courses within the RPU (CAEC – 10,920; NOCRC – 32,585; RSAEC – 43,256; SOCRC – 6,436). 4,979 AWD individuals are served within the RPU (CAEC – 1,140; NOCRC – 1,941; RSAEC – 1,449; SOCRC – 449). And 40,060 individuals are served in CTE courses within the RPU (CAEC – 2,735; NOCRC – 13,734; RSAEC – 23,465; SOCRC – 126).

### Basic Skills Related Services in the OC Region

Basic skills education related services that complement traditional classroom settings include, but are not limited to:

- **Computer-Based Learning:** Many colleges, schools and community-based agencies have built “computer learning labs,” which are classrooms outfitted with the computer hardware and software required to provide instruction in one or more subjects. Basic education and remediation are common subjects for which this method of instruction is most useful. A variety of basic education software is available that accommodates various learning styles. Students progress at their own pace with the assistance of instructors and/or proctors.
- **Training:** One-Stop representatives have at their disposal a wide range of resources, including programs/courses provided by both public and private educational institutions; funds that can be used to support work-based training, such as on-the-job and customized training; apprenticeship programs; and community-based training. In order to succeed in an intensely competitive job market, job seekers have needed to come to the table with not only basic skills but also skill sets that reflect the current needs of the workplace, even for entry-level positions. This fact, combined with State legislation (SB 734) mandating specific training expenditure levels, has ensured that system clients who need training are referred for these services.
- **Support Services:** Because those least prepared for work often also lack financial resources to sustain participation in training over week or months, the One-Stop Systems in the OC RPU have implemented support services protocols that provide direct support and referrals for housing, transportation, clothes/uniforms, tools and other necessities. Other system partners, such as TANF and AEBG, also have support services resources that can be leveraged and braided to work towards meeting each clients’ needs.

**Declaration:** Regional partner collaboration, coordination, and alignment of key workforce and education partners, will promote the availability of basic education skills education and ancillary programs and services that are suitable to various entry points along a Career Pathway.

**Regional Goal/Objective:** Improve access and quality of basic skills education services and programs to increase opportunities for all workers and job seekers for employment in field with high wages and/or career advancement opportunities, including for those with barriers to employment such as English language learners.

**Strategy:** Regional partners are working together to meet any unmet needs by improving cross system referral processes, alignment of assessment techniques, and shared data tracking mechanisms.

**State Plan Alignment:** Enable upward mobility for all Californians through integrating service delivery, braiding resources, and coordinating services at the local level to meet client needs.

### 2Eiv. BASIC SKILLS EDUCATION – INTEGRATION INTO REGIONAL SECTOR PATHWAYS

The Orange County AEBG consortia each plan to address common gaps in services that will allow for basic skills education to be integrated into regional sector pathway programs. Identified gaps include transitional counseling, assessment alignments (from high school run adult education classes to college), alignment of noncredit courses where identified, and articulation efforts (from high school run adult education CTE courses to community college credit CTE offerings). CAEC will continue aligning the

curricula of the K-12 Adult Education programs and the college programs to create seamless transitions into postsecondary education or the workforce.

NOCRC Integrated Basic Education and Skills Training (I-BEST) strategy, locally known as Project Asparagus is designed to serve those looking to increase their work skills, especially members of the population who have limited English proficiency. I-BEST is a co-teaching model that pairs a CTE content instructor with an ESL, Basic Skills, or AWD support instructor. Through NOCRC's efforts, the School of Continuing Education (SCE) increased its I-BEST offerings from one CTE area, Pharmacy Tech which began Spring 2015, to four areas: Administrative Assistant, Early Childhood Education, and Medical Assistant. As a result, more students that traditionally struggled in those courses were able to complete them. Testing scores increased and many students seemed to have a better understanding of the content. SCE is working on ways to continue expanding I-BEST offerings as well as developing partnerships with its sister credit institutions to offer pathways to credit certificates and degrees.

The Curriculum e-Design for ESL, ASE, ABE, CTE and programs for Adults with Disabilities is a RSAEC regional strategy. The workgroup consists of members from Santa Ana College Continuing Education, Santiago Canyon College Continuing Education, and Garden Grove Unified School District Adult Education. One of the goals of this strategy is to provide support services and professional development training in curriculum development planning. Thirty faculty members are participating in a professional development retreat with outcomes to include a curriculum development framework including action plans. In addition, members are meeting with credit college and business industry counterparts to ensure seamless transition. Focus is on aligning ESL curriculum across the consortium and merging the different program areas (ESL, CTE, ABE, ASE and AWD) so as to limit duplication of effort and focus on contextualized based learning to accelerate student progress.

**Declaration:** Career Pathways that support progressive skills development through education and training programs using multiple entry and exit points integrate basic skills education into regional sector pathways.

**Regional Goal/Objective:** Improving access and quality of services/programs related to basic skills education.

**Strategy:** Identified strategies include: improving test performance through special college preparation courses for AE students; introduction of more academic content into the ESL curriculum; providing contextualized curriculum; providing counseling and assessment services; removing college placement test requirement for adult education students to enter college ESL courses; offering transition and college preparation English and Math courses for K-12 adult education students; and providing professional development courses for instructors to inform them about the various pathways available.

**State Plan Alignment:** Fostering demand-driven skills attainment through coordination of workforce and education partners to help people get good jobs.

## **2Ev. REGIONAL EFFORTS TO STREAMLINE AND COORDINATE BASIC SKILLS REMEDIATION**

As mandated by Title 5 and the California Community Colleges' Student Success and Support Program (SSSP) requirements, Orange County's community colleges will use the California Community College Common Assessment system, once available, to streamline and coordinate intake, assessment, and referrals of individuals needing basic skills remediation.

CAEC regional efforts to streamline and coordinate intake, assessment, and referrals of individuals who need basic skills remediation revolve around action at both the K-12 and community college adult education levels to identify and address gaps in services. Identified gaps in services include: community college level remediation courses at the noncredit level (for students receiving diplomas but still lacking academic skills for transferable course credits), transition counseling for adult education students who are moving on to the community college level (or, for community college adult education students, for those moving from noncredit to credit community college courses), common assessments and/or agreements about alignment need for assessment moving from K-12 led adult education ESL courses to community college adult education courses.

NOCRC is unique among the Orange County consortia in that with the exception of a few hundred CTE adult students being served by the North Orange County ROP, all of the region's adult education services are provided by the community college district. Therefore, minimal regional coordination needs to occur in the areas of intake and assessment. Communication is ongoing to develop streamlined referral processes between the agencies that provide various WIOA services.

RSAEC has hired a full-time research coordinator and software programmer to work on efforts to coordinate intake within the consortium as well as gather the data needed for WIOA and AEBG deliverables. Efforts are being made to align intake of students by using common registration methods and collection of data. New registration procedures are currently being investigated within Rancho Santiago Community College District and Garden Grove Unified School District, and there are plans to align with Orange Unified School District.

SOCRC is collectively working on efforts to better track educational pathways of Adult Education Block Grant students in courses. This group has created a universal common assessment tool that is being deployed for the first time in Fall of 2016 classes. This universal assessment tracks key attributes of the Adult Learner population, including employment status of each student. The results of this intake form will be used in the future to tailor services to adult learners.

**Declaration:** The Common Assessment Initiative includes new ESL, math and English assessments that will allow students' scores to be portable and each college to make local placement decisions. Each AEBG consortia is committed to working collaboratively to develop and coordinate universal intake and assessment processes.

**Regional Goal/Objective:** Strategic regional alignment of and coordination of basic skills programs/services.

**Strategy:** Each AEBG regional consortia have strategic activities, mentioned above, to streamline and coordinate intake, assessment, and referrals of individuals needing basic skills remediation.

**State Plan Alignment:** System change through alignment and coordination of processes that lend support towards a sustainable regional infrastructure that will make it easier to help people get good jobs.

## **2Evi. ACCESSIBILITY AND PARTICIPATION FOR INDIVIDUALS WITH DISABILITIES**

The Workforce Innovation and Opportunity Act (WIOA) stresses physical and programmatic accessibility, including the use of accessible technology to increase individuals with disabilities' access to high quality workforce services. Title I of WIOA assigns responsibilities at the local, State and Federal levels to ensure the creation and maintenance of an American Job Center of California (AJCC) system that enhances the range and quality of workforce development services that are accessible equally to all individuals seeking assistance. It prohibits discrimination on the basis of race, color, national origin, sex, age, disability, religion, political affiliation, participant status, against certain non-citizens, and gender/gender identity.

All of the community colleges within the Orange County AEBG consortia have dedicated Disabled Student Programs and Service (DSPS)/Disability Support Service (DSS) departments who provide a variety of support services for students with identified and verified disabilities. The K-12 adult education districts all have mandated Special Education services and programs to assist in meeting the requirements of the California Department of Education, which includes continuing such services to students until the age of 22. Through AEBG, all four consortia are exploring ways to expand services to adults with disabilities. These efforts are focused in the areas of independent living and workforce preparation skills.

Additionally, the Office of the Governor designated the Department of Rehabilitation (DOR) to serve as the lead state agency in California's efforts to implement the Americans with Disabilities Act in state government. The Disability Access Services (DAS) was established in 1992 to promote disability rights in state government and DOR partnerships in the community. DOR leaders are active members of the OC Leadership Council and contributors to the development of the OC Regional Plan. DOR partners in the OC Region and DAS champions provide training and technical assistance in accessibility of programs, services, and activities to help prevent accessibility issues.

**Declaration:** As set forth in the regulations (29 CFR Part 38) implementing Section 188 of WIOA, there is an obligation to assure fair and equitable access to all services, programs and facilities for members of both sexes, various racial and ethnic groups, individuals in differing age groups, and individuals with disabilities. Any entity that receives financial assistance under Title I of WIOA is a recipient obligated to ensure nondiscrimination and equal opportunity. The OC Region is committed to ensuring that the programs, services, and facilities are accessible to all, including individuals with disabilities.

**Regional Goal/Objective:** Improve the access and quality of service delivery, including for individuals with disabilities

**Strategy:** Key partnerships with the Department of Rehabilitation, and guidance from DOR pertaining to disability access services for all OC Region programs/services covered by the OC Regional Plan.

**State Plan Alignment:** Coordination of services to meet client needs, opportunities for all customers to access services.

### **2Evii. COLLABORATION WITH TANF/CALWORKS**

Orange County Social Services Agency (SSA) continues to have discussions with regional partners to provide integrated services that help TANF/CalWORKS recipients achieve self-sufficiency. Currently TANF/CalWORKS recipients are referred to AJCCs and local boards for vocational training or work experience/subsidized employment programs. Programs to remove barriers to employment such as behavioral health, homeless assistance, and domestic abuse intervention services are also provided to assist participants. Barriers to employment are evaluated and participants are offered supportive services such as child care, transportation and ancillary services as appropriate. TANF/CalWORKS SSA leaders are active members of the OC Leadership Council and contributors to the development of the OC Regional Plan.

**Declaration:** SSA has established partnerships with local boards, regional community colleges, adult education providers, and Regional Occupational Centers to integrate services for TANF/CalWORKS clients.

**Regional Goal/Objective:** System alignment and accountability committed to the overall goals of helping people get good jobs and sustain/keep good jobs.

**Strategy:** Some of the objectives under development include regional partners working together on strategic co-locations, devising clear career pathways, establishing a Cross Referral Network, and collectively participating in community events such as career resource fairs. There is also a need to develop clear career pathways and tracking mechanisms to follow participants after the completion of TANF/CalWORKS programs.

**State Plan Alignment:** Aligning and coordinating service delivery and resources to enable upward mobility of clients.

### **2Eviii. SUPPORTIVE SERVICES PROVISION**

Regional program partners will collaborate to provide supportive services to individuals enrolled in regional sector pathways programs, including individuals from populations with barriers to employment, and to share information about their available supportive services so as to avoid duplication of effort as agreed upon in the Memorandum of Understanding between the Local Boards and Partner Agencies. Leveraging and braiding partner support services resources will ensure that individuals receive the support needed in order to facilitate program completion. It is proposed that the American Job Centers of California (AJCC), AEBG consortia, and partners would work to collaboratively support these students in numerous ways to assist them in reaching their workforce goals by leveraging and braiding resources.

SSA/TANF programs also continue to work with regional partners to increase communication and effectively leverage available resources to address supportive services needs. These include child care, transportation, and ancillary services. The TANF/CalWORKS program has established a process to refer participants to local boards and the DOR for career and training services in order to receive the skills and credentials needed to obtain jobs with family-sustaining wages. SSA will make necessary updates to policies to adapt to State directives as they become available in order to count satisfactory participation in approved career pathways towards work participation requirements.

**Declaration:** Participants may face obstacles and barriers to employment that can be addressed by system partners by leveraging and braiding available support services resources.

**Regional Goal/Objective:** Improving access and quality of support services available to participants through strategic alignment of partner resources.

**Strategy:** Coordinated assessment processes, communication between system partners, and coordinated provision of ancillary support services to facilitate program completion by those enrolled in training and education programs/courses.

**State Plan Alignment:** Regional partnerships to coordinate and braid resources at the local level to meet client needs.

## 2Eix. COMMUNITY BASED ORGANIZATIONS (CBO) COORDINATION

The local boards coordinate with CBOs on several regional workforce programs focused on serving individuals with barriers to employment. The Orange County Development Board collaborates with Goodwill of Orange County to serve ex-offenders and pre-release probationers to prepare them for re-entry into the workforce and the United Way on development of sector strategies and business engagement. The Orange County's AEBG consortia also work with CBOs to help provide services to and integrating individuals with barriers to employment into region sector pathways. Coordination with community based organizations include, but are not limited to: OC Read to promote awareness of regional education and training opportunities and recruit students ready to move from one-on-one reading and literacy tutoring into more advanced ESL and Basic Skills classes; Youth Employment Service (Y.E.S.) piloted Employment Skills Training class, a Personal Finance and Money Management class, and mock interviews for Foster Youth and EOPS community college students; partnership with the OCDB and Garden Grove One-Stop Center's Older Adult Work Experience program to pilot a School of Continuing Education (SCE) computer course specifically for older adults trying to enter or re-enter the workforce; Project SEARCH internship program at CHOC Children's hospital (adults with Autism Spectrum Disorder (ASD) and/or other intellectual disabilities (IL) are participating in a one-year internship program which is geared toward employment in a full-time hospital setting); Project SEARCH community-based partners include CHOC Children's Hospital, Regional Center of Orange County, Integrated Resources Institute, The Gillman Foundation-Family Autism Network, and UC Irvine.

**Declaration:** Community based organizations serve as champions of the region that can implement and leverage all the resources that are regionally organized in order to be most responsive to targeted populations.

**Regional Goal/Objective:** Strategic regional alignment and coordinated local service delivery, responsive to CBOs

**Strategy:** Coordination of programs/services with CBOs who serve targeted special populations, integrating service delivery, braiding resources, and integration of services at the local levels to meet client needs.

**State Plan Alignment:** Strategic regional alignment that brings about system change through alignment, coordination, and integration of programs, services and partners.

## 2Ex. PARTICIPANT ENGAGEMENT

State law and the State Plan both make clear that sector initiatives and career pathways programs should focus efforts on moving people into jobs that provide economic security. The State Board acknowledges that some individuals being served by the workforce system will require multiple interventions over an extended period of time to help move them into a job that provides economic security. However, the expectation is that a focus on quality jobs should not serve as a deterrent to the provision of services to those with barriers to employment.

The OC Region will work with partners to identify support services provided by partners that help engage and retain individuals in relevant programs. Local Boards will support all staff working in AJCC to learn the various services provided so that they can make appropriate referrals for individuals. To the extent allowed under WIOA, the local boards will coordinate support services and develop earn-while-you-learn opportunities and incentives that help retain individuals and progress them along a career path leading to livable wage jobs.

**Declaration:** Programs and support services must enable clients to engage in progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with labor market gains for those being trained or educated. Pathways must be flexibly designed and include, where necessary, remedial programming, and English as a Second Language training, so as to allow those with basic skills deficiencies the ability to participate.

**Regional Goal/Objective:** Improve access and quality of program and services; leverage and braid partner services, programs, and resources to activate a regional infrastructure that will engage and retain participants through career pathways.

**Strategy:** Identify and develop training and education best practices that combine earn and learn applied learning opportunities with material compensation while facilitating basic skills and technical skills.

**State Plan Alignment:** To build a system through alignment and coordination of partners that is responsive to those most in need, to improve access and quality of services/programs and create viable connections to regional sector career pathways.

**2F. JOB QUALITY CONSIDERATIONS:** State law directs the State Board to develop strategies that help people enter and retain employment and emphasizes the development of policies that lead to “placement in a job providing economic security or job placement in an entry-level job that has a well-articulated career pathway or career ladder to a job providing economic security” (CUIC Section 12013). State law defines these jobs as those that provide, “a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income, based on factors such as household size, the cost of living in the worker’s community, and other factors that may vary by region.”

**2Fi. PROJECTED EARNINGS – REGIONAL SECTOR PATHWAY PROGRAMS**

The tables below presents occupations directly related to the regional sector pathway programs that are included in the regional plan. Each occupation is segmented into the priority high value industry sectors that are emphasized in the plan.

**MANUFACTURING**

Projections provided by the California Employment Development Department indicate that the manufacturing segment will grow in Orange County, but only by about 0.74% over a ten-year period. The average projected earnings for middle skill manufacturing occupations in this sector are \$16.71 per hour, or about \$34,000 annually. The table below shows the top 10 manufacturing middle skill occupations based on projected employment in 2022.

Manufacturing- Occupational Title	Projected Employment 2022	Median Hourly	Median Annual	Entry Level Education
Team Assemblers	12,300	\$12.43	\$25,858	High school diploma or equivalent
Inspectors, Testers, Sorters, Samplers, and Weighers	7,290	\$17.73	\$36,867	High school diploma or equivalent
Machinists	6,880	\$18.12	\$37,690	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	6,640	\$25.79	\$53,638	Postsecondary non-degree award
Electrical and Electronic Equipment Assemblers	4,640	\$11.05	\$22,982	High school diploma or equivalent
Assemblers and Fabricators, All Other	3,630	\$13.52	\$28,105	High school diploma or equivalent
Computer-Controlled Machine Tool Operators, Metal and Plastic	2,050	\$17.50	\$36,399	High school diploma or equivalent
Welders, Cutters, Solderers, and Brazers	1,990	\$18.46	\$38,401	High school diploma or equivalent
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	1,860	\$11.73	\$24,405	High school diploma or equivalent
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1,780	\$14.97	\$31,134	High school diploma or equivalent

**INFORMATION TECHNOLOGY**

Employment in the Information Technology sector is most concentrated in the Los Angeles and Orange County regions. Sales revenue for Information Technology firms are actually higher in this region (\$73 billion) than in Silicon Valley (\$22 billion). Projected earnings and the Information Technology sector is quite high at \$110,000 per worker. Even when isolating for middle skill occupations in this sector, the projected earnings are far above median earners at \$63,000 per worker. The table below shows middle skill information technology occupations with 2022 projections.

Information Technology- Occupational Title	Projected Employment 2022	Median Hourly	Median Annual	Entry Level Education
Computer User Support Specialists	7,920	\$26.93	\$56,009	Some college, no degree
Telecommunications Equipment Installers and Repairers, Except Line Installers	2,870	\$31.52	\$65,566	Postsecondary non-degree award
Web Developers	2,840	\$30.02	\$62,443	Associates Degree
Computer Network Support Specialists	1,970	\$33.19	\$69,039	Associates Degree
Telecommunications Line Installers and Repairers	1,770	\$31.73	\$66,004	High school diploma or equivalent

## HEALTHCARE

The Healthcare sector represents a large share of the overall employment picture in the OC Region, with over 220,000 occupational opportunities in the middle skill segment by 2022. Projected Average earnings for middle skill healthcare occupations are relatively high at \$54,000. The table below shows middle skill healthcare occupations with 2022 projections.

Healthcare- Occupational Title	Projected Employment 2022	Median Hourly	Median Annual	Entry Level Education
Registered Nurses	21,300	\$41.54	\$86,400	Associates Degree
Nursing Assistants	10,610	\$13.30	\$27,660	Postsecondary non-degree
Medical Assistants	9,010	\$16.56	\$34,442	Postsecondary non-degree
Licensed Practical and Licensed Vocational Nurses	7,430	\$23.68	\$49,260	Postsecondary non-degree
Dental Assistants	5,750	\$16.55	\$34,421	Postsecondary non-degree
Home Health Aides	5,130	\$9.89	\$20,556	Less than high school
Pharmacy Technicians	3,870	\$18.10	\$37,646	High school diploma or equivalent
Dental Hygienists	2,760	\$48.84	\$101,566	Associates Degree
Medical and Clinical Laboratory Technicians	2,150	\$17.99	\$37,413	Associates Degree
Emergency Medical Technicians and Paramedics	1,740	\$14.58	\$30,321	Postsecondary non-degree

## HOSPITALITY AND TOURISM

The Hospitality and Tourism sector provides the most number of middle skill and low skill job opportunities in Orange County. There are a projected 346,000 jobs that will be available by 2022. However, this sector offers the lowest projected earnings, at an average annual wage of only \$26,000. The table below shows some of the middle skill occupations with 2022 projections.

Hospitality and Tourism- Occupational Title	Projected Employment 2022	Median Hourly	Median Annual	Entry Level Education
Waiters and Waitresses	34,600	\$9.12	\$18,964	Less than high school
Combined Food Preparation and Serving Workers, Including Fast Food	33,520	\$9.11	\$18,934	Less than high school
Cooks, Restaurant	17,690	\$10.82	\$22,501	Less than high school
Cooks, Fast Food	14,180	\$9.17	\$19,075	Less than high school
First-Line Supervisors of Food Preparation and Serving Workers	11,180	\$15.87	\$33,021	High school diploma or equivalent
Food Preparation Workers	9,970	\$9.79	\$20,365	Less than high school

**Declaration:** Data presented represents projected earnings of those employed in occupations directly related to the priority high-value industry sectors and subsequent development of related regional sector pathways.

**Regional Goal/Objective:** Targeted and meaningful business/industry engagement that identifies industry needs to be incorporated in the development of regional sector pathways and industry relevant/demand-driven programs

**Strategy:** Identify good paying jobs and focus regional sector pathway development around occupations with projected growth and abundant opportunities.

**State Plan Alignment:** Foster demand-driven skills attainment responsive to key high-value industries.

**2Fii. COMPARISON OF THE FOREGOING WAGE LEVELS – RPU MEDIAN WAGE**

The table below shows a comparison of the foregoing wage level in each industry segment that has been identified in the regional sector pathway programs to median wages in the Orange County RPU. The Information Technology and Healthcare sectors show the largest positive differential, while the Manufacturing sector is on par with median wages. However, the Hospitality and Tourism sector falls considerably short of median wages.

Industry Sector	Average Middle Skill Income	Percent Differential from Median Wage
Manufacturing	\$34,753.00	1.0%
Information Technology	\$63,812.20	85.4%
Healthcare	\$54,319.17	57.8%
Hospitality and Tourism	\$26,429.76	-23.2%

**Declaration:** Comparison of foregoing wage levels to the median wage in the OC Region RPU shows the IT and Healthcare sectors as industries with the highest differential from median wages.

**Regional Goal/Objective:** Targeted and meaningful business/industry engagement that identifies industry needs to be incorporated in the development of regional sector pathways and industry relevant/demand-driven programs

**Strategy:** Identify good paying jobs and focus regional sector pathway development around occupations with projected growth and abundant opportunities.

**State Plan Alignment:** Foster demand-driven skills attainment responsive to key high-value industries.

**2Fiii. PRIORITIZATION ON EMPLOYERS WHO OFFER JOBS WITH GOOD WAGES/ BENEFITS**

The State Board recognizes that not all jobs are good jobs and that education and training alone will not solve the problem of poverty. There is a hidden cost to low wage work that is ultimately borne by communities, particularly communities of color and immigrant populations. The State Board is committed to developing a workforce system that enables economic growth and shared prosperity on the basis of innovation, quality, and skills attainment rather than low wages, contingent employment, and low or no benefits. As such, the OC Regional Plan partners and providers guided by the state plan make it a priority to work with businesses who offer jobs with good wages and benefits. These employers support ongoing skills training and encourage employee advancement. They provide good working conditions (including paid sick days, paid family leave, and paid medical or short-term disability leave), and adequate hours with predictable schedules that enable employees to meet their family caregiving commitments.

**Declaration:** The three local boards will conduct ongoing research and analysis on critical drivers of Orange County’s key industry sectors. This enables the identification of workforce opportunities in high growth, high wage occupations that are aligned with the OC Regional Plan’s overall goals. Key businesses in industry sectors have already been identified and engaged, with the majority participating in workforce or workforce-related programs and activities.

**Regional Goal/Objective:** Targeted and meaningful business/industry engagement to impact high-value sector stability and growth. Offer in-demand training/education to create pathways to higher wage occupations that will influence workers’ abilities to work and reside in the OC Region.



**Strategy:** Maintaining consistent and valued relationships with key businesses provides greater visibility into their resource needs, resulting in better identification of short-term and long-term employment plans. Local boards will utilize feedback to create strategies with partners and other stakeholders that address these needs. In addition, areas of Orange County that exhibit high concentrations of unemployment and low income, known as “Red Zones,” are targeted for workforce development programs because of the prevalence of historically disadvantaged individuals with barriers to employment. Businesses in key industry sectors that are located within Red Zones are given the highest priority because they help address multiple objectives in this Regional Plan.

**State Plan Alignment:** Foster demand-driven skills attainment in high-value, high-growth sectors with prioritization given to industries and employers who offer good jobs with good wages and benefits.

**2Fiv. INCUMBENT WORKER TRAINING STRATEGIES**

The local areas will work to build a comprehensive system that responds to the needs of the businesses in the region to ensure opportunities for progression along career pathways. Companies within sectors will be targeted, assessed and provided skills upgrade training to enhance the capabilities of the workers to enable companies to remain and/or become competitive. Layoff aversion projects will be emphasized and we will work as a system to become more robust in being proactive rather than reactive. Tools and metrics will be developed to ensure flexibility, easier access and true business responsiveness, this is not a one size fits all menu of services. The local boards will identify the need to reserve up to 20% of Adult and Dislocated Worker funding to meet the business need and will work with the employers to back fill any positions that are created when the skill upgrade training is completed. An avenue to be explored will be to work with the Community Colleges to leverage services and set up a system that works for all partners.

**Declaration:** Incumbent worker training services for businesses are provided directly by the local area One-Stop and Business Services providers. Services are delivered in cooperation or partnership with other stakeholders, including community colleges and other training partners; the OCBC; the regional Small Business Administration (SBA) office; the local Small Business Development Center; and industry-specific providers.

**Regional Goal/Objective:** Emphasis on high-value sectors and strategies through targeted and meaningful business/industry engagement.

**Strategy:** Identify and establish high-value sector associations in the OC Region, identify and target resources to support industry identified education and training programs that will support and increase access to high-value career pathways.

**State Plan Alignment:** Support and foster demand driven skills attainment through collaboration and active engagement of business, industry, workforce, and education/training partners.

**2G. REGIONAL ASSESSMENT:** The State Plan requires regional partners to determine the extent to which persons receiving training and education services aligned with regional industry needs in each RPU are actually obtaining employment in occupations and sectors directly related to their programs of study. Developing this capacity will require creativity and the development of an operational plan for collecting relevant information.

**2Gi. INCUMBENT WORKER TRAINING STRATEGIES – CAREER PATHWAYS**

**CURRENT DATA TRACKING** Currently, the local boards use CalJOBS to pull training-related employment data. The CalJOBS state data tracking system, however, does not allow for the manual selection of data specific to training-related employment. The system does not take into consideration several factors that are relevant to tracking training-related employment data. The local boards have created a process to ensure O\*Net job codes are cross walked with all courses/jobs entered by the ITA Providers in the ETPL. This coding allows the data to capture some training-related activities and employment, however is dependent on manual staff diligence to add the correct codes. This process relies on training for both the ITA Providers and One Stop Center System Career Planners. The OC Region education and training providers face the

same challenges in capturing this data. The education/training providers currently also use CalJobs in combination with Career Café but face missing data points similar as the local boards do.

**PLANS FOR COLLABORATIVE DATA TRACKING** To work towards a more efficient and accurate method of capturing data, the regional partners in the Orange County RPU will work together to track training related employment for individuals entering the labor market through a combination of mechanisms. The local boards are looking to enhance data query capabilities by using a procured vendor with a web-based application service to drill down data and allow for analytics that are customizable to track any training related services and subsequent employment of participants. Regional education and training partners have also discussed seeking a vendor with a data management system that will not only collect key data points but also lend the ability to analyze and track specific data elements, one example being training related employment. Ideally all regional partners working to capture similar data will implement systems that allow for analytics to be transportable and shared with other partners/systems.

**Declaration:** Current data tracking/reporting systems for workforce and education/training partners do not have the capability to accurately and efficiently track and/or share training-related employment data for the region.

**Regional Goal/Objective:** Strategic regional coordination with partners to track and/or share data to support system alignment and sustainable infrastructure.

**Strategy:** Compare, identify, and implement data tracking systems to support system alignment, accountability with shared data and common participant tracking mechanisms.

**State Plan Alignment:** Creating cross-system data capacity using diagnostic labor market data to assess where to invest, and also, the use of performance data to assess the value of those investments.

**2H. FEDERAL RPU REQUIREMENTS: WIOA Section 106(c) “Regional Coordination” identifies eight RPU requirements, referred to as the A-H requirements that must be addressed/included in the Regional Plan.**

The OC Regional Plan has met and exceeded these requirements as addressed in the identified narrative sections of the OC Regional Plan. All federal RPU requirements (A-H) have been met using responses/content in the regional plan that also concurrently meet the state plan requirements.

WIOA Requirement		OC Regional Plan Narrative Section	Page #
<b>A</b>	Preparation of a Regional Plan	Regional Planning Process Overview	iii
<b>B</b>	Regional Service Strategies	Regional MOU or Cooperative Service Agreements	37
<b>C</b>	Development and implementation of sector initiatives	Industry-Valued Post-Secondary Credential Attainment	18
<b>D</b>	Regional Labor Market Data Collection and Analysis	Regional Economic and Background Analysis	3
<b>E</b>	Administrative Cost Arrangements	Local Plan	35
<b>F</b>	Transportation and Other Supportive Services	Accessibility and Inclusivity	22, 25, 28
<b>G</b>	Regional Economic Development Services and Providers	Regional Partners	1, 2 10, 11, 13, 14, 22, 23
<b>H</b>	Regional Planning Unit Performance Negotiations with the Governor	Local Plan, Performance Goals (Section 3G)	Local Plans-Section 3G

**2I. REGIONAL MOU OR COOPERATIVE SERVICE AGREEMENTS: Cooperative Service Agreement between Regional Planning Unit partners.**

**COOPERATIVE SERVICE AGREEMENT** A cooperative service agreement has been established between the three local boards to solidify the commitment to the overall workforce and economic development of the OC Region through system alignment, integration of service delivery, and leverage/braiding of funding, included in the appendix.

**2J. COMMUNITY COLLEGE AND AEBG RELATED ATTACHMENTS: Including Strong Workforce Program Regional Plan, as required as part of Assembly Bill (AB) 1602.**

The Strong Workforce Regional Plan was in concurrent development as the OC Regional Plan and as such also included the input from our local boards and representatives from the four Orange County AEBG consortia as part of the community college regional planning process. As a result, many of the ideas and strategies mentioned in these reports have been seamlessly integrated and incorporated into goals for the OC Region.

**COMMUNITY COLLEGE – STRONG WORKFORCE PROGRAM REGIONAL PLAN** The *Orange County Community College Strong Workforce Program Regional Plan as required, as part of Assembly Bill (AB) 1602 (Assembly Budget Committee, Chapter 24, Statutes of 2016)* is included in the appendix.

**ADULT EDUCATION BLOCK GRANT (AEBG) – REGIONAL COMPREHENSIVE PLAN** The OC Region AEBG Consortia Regional Comprehensive Plans (RCPs) and Annual Reports provided by AEBG partners are included in the appendix. Additional AEBG Performance Measure Reports can be found on the state AEBG website: [www.http://aebg.cccco.edu/consortia](http://aebg.cccco.edu/consortia)

**-----END OC REGION RPU REGIONAL PLAN NARRATIVE-----**  
**ATTACHMENTS CAN BE FOUND IN THE FOLLOWING SECTIONS**

**REGIONAL PLAN ADMINISTRATION DESIGNEE & SIGNATURES**

**ORANGE COUNTY REGIONAL PLANNING UNIT**

This regional plan represents the Orange County Regional Planning Unit efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act. This regional plan, inclusive of a unified local plan, is submitted for the period of July 1, 2017 through June 30, 2020 in accordance with the provisions of the WIOA.

**Local Board Chairs**

**Local Chief Elected Officials**

**Orange County Development Board**

**County of Orange Board of Supervisors**

\_\_\_\_\_  
Signature  
 Bob Bunyan  
 \_\_\_\_\_  
Name  
 Chair, Orange County Development Board  
 \_\_\_\_\_  
Title  
 \_\_\_\_\_  
Date

\_\_\_\_\_  
Signature  
 Michelle Steele  
 \_\_\_\_\_  
Name  
 Chair, Orange County Board of Supervisors  
 \_\_\_\_\_  
Title  
 \_\_\_\_\_  
Date

**Anaheim Workforce Development Board**

**City of Anaheim Council**

\_\_\_\_\_  
Signature  
 Joseph Paquette  
 \_\_\_\_\_  
Name  
 Chair, Anaheim Workforce Development Board  
 \_\_\_\_\_  
Title  
 \_\_\_\_\_  
Date

\_\_\_\_\_  
Signature  
 Tom Tait  
 \_\_\_\_\_  
Name  
 Mayor, City of Anaheim  
 \_\_\_\_\_  
Title  
 \_\_\_\_\_  
Date

**Santa Ana Workforce Development Board**

**City of Santa Ana Council**

\_\_\_\_\_  
Signature  
 Lee McMurtray  
 \_\_\_\_\_  
Name  
 Chair, Sana Ana Workforce Development Board  
 \_\_\_\_\_  
Title  
 \_\_\_\_\_  
Date

\_\_\_\_\_  
Signature  
 Miguel Pulido  
 \_\_\_\_\_  
Name  
 Mayor, City of Santa Ana  
 \_\_\_\_\_  
Title  
 \_\_\_\_\_  
Date

# COOPERATIVE SERVICE AGREEMENT

## ORANGE COUNTY REGION COOPERATIVE SERVICE AGREEMENT

**DECLARATION** The State of California identifies Orange County as a Regional Planning Unit (RPU). The region’s leadership includes the Orange County Development Board, City of Anaheim, and City of Santa Ana. The Orange County Development Board acts as the lead for the region and works with the City of Anaheim and City of Santa Ana to strategically identify regional goals and align public systems to meet and exceed those goals.

**PURPOSE** The purpose of this Cooperative Agreement is to confirm commitment, collaboration, and alignment to support the Orange County Regional Plan’s strategies and actions to:

- Grow and strengthen the Orange County Region’s workforce and economy
- Provide on-going strategic leadership and leveraged resources to support sustainable regional development
- Make specific contributions to implementation as appropriate
- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

**PROVISIONS** Coordination and Collaboration- In order to avoid duplication, enhance collaboration, expand impact, and develop synergies, the partners are expected to work cooperatively to align, coordinate, integrate, and implement programs and services. As this is a non-financially binding agreement focused on the coordination and collaboration of partners, this agreement shall be in effect in perpetuity unless revoked or amended in writing. Fiscal commitments, as applicable, will be processed through a variety of mechanisms that may include: formal contracts and sub-grant agreements.

**SPECIFIC OBJECTIVES** The partners shall, in good faith, support:

- |  |  |
|--|--|
| <b>1. SERVING CUSTOMERS</b>  |  |
| <ul style="list-style-type: none"> <li>▪ Development and support of programs and activities responsive to demand-driven needs</li> <li>▪ Prioritization of high value sectors</li> <li>▪ Support of economic and business development</li> </ul> | <ul style="list-style-type: none"> <li>▪ Commitment to partner and community identified priority populations and industries</li> <li>▪ Coordination and alignment of One-Stop services</li> </ul>            |
| <b>2. SERVING PARTNERS</b>   |  |
| <ul style="list-style-type: none"> <li>▪ Maximize collaboration with partners</li> <li>▪ Braid and leverage resources</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Alignment with partner goals and plans, such as: the Strong Workforce Plan</li> </ul>   |
| <b>3. SERVING THE REGION</b>   |  |
| <ul style="list-style-type: none"> <li>▪ Alignment of efforts of key workforce and economic development initiatives, programs, and activities</li> <li>▪ Coordination of partnerships through the OC Region Leadership Council</li> </ul>        | <ul style="list-style-type: none"> <li>▪ Prioritization and implementation of OC Regional Plan and OC Local Plan strategies and activities</li> <li>▪ Commitment to the spirit and intent of WIOA</li> </ul> |
| <b>4. SERVING TAX PAYERS</b>   |  |
| <ul style="list-style-type: none"> <li>▪ Maximizing public dollars and leverage resources</li> <li>▪ Commitment to accountability and performance measures</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Dedicated staff resources committed to efficient and effective coordination for implementation activities</li> </ul>  |

By signing below, each local board agrees to and confirms commitment to the Orange County Regional Plan and corresponding unified Local Plan and efforts therein to the pursuit of fully leveraged and efficient publicly funded support for job seekers, training, skills development, residents, and businesses to grow and strengthen the Orange County Region’s workforce and economy.

\_\_\_\_\_  
Andrew Munoz  
Executive Director  
Orange County Development Board

\_\_\_\_\_  
Luz Flores  
Interim Executive Director  
Anaheim Workforce Development Board

\_\_\_\_\_  
Deborah Sanchez  
Executive Director  
Santa Ana Workforce Development Board

# REGIONAL PLAN PUBLIC COMMENTS SUMMARY

SUMMARY OF PUBLIC COMMENTS  
(EDD DIRECTIVE REFERENCE- ATTACHMENT 8)

**PUBLIC COMMENTS:** EDD Directive WSD16-07 requires a summary of public comments received that disagree with the regional and local plan. The OC Regional Plan and OC Unified Local Plan were made available to the public through electronic means and public meetings as required. The Orange County Regional Planning Unit OC Regional plan and OC Unified Local Plan were posted online at OCBOARD.ORG for a 30-day public comment period.

There were no public comments received that disagreed with the regional plan and unified local plan.

Regional Plan Section	Comment / Response
Section: <b>N/A</b>	Comment: <b>None received</b>
	Local Board Response: <b>N/A</b>

## REFERENCES AND DATA SOURCES

**Adult Education Block Grant** consortia Regional Comprehensive Plans (RCPs), Annual Reports, and Performance Measure reports can be found on the state AEBG website: [www.http://aebg.cccco.edu/consortia](http://aebg.cccco.edu/consortia)

**Annual Conditions of Children in Orange County** Provides a comprehensive picture of the present condition of children in Orange County and establishes a baseline from which to measure future progress and track changing conditions (L). <http://ochealthinfo.com/civicax/filebank/blobdload.aspx?BlobID=58656>

**California EDD** Provides statistical data and reports on California's labor force, industries, occupations, employment projections, wages and other important labor market and economic data (CA). <http://www.labormarketinfo.edd.ca.gov/>

**California Occupational Guides** Provides summary and detailed descriptions of occupations or groups of related occupations with local and statewide wage and trend information (CA & L). [www.labormarketinfo.edd.ca.gov/occguides](http://www.labormarketinfo.edd.ca.gov/occguides)

**California State University, Fullerton Economic Outlook and Forecasts: The Nation, Southern California and Orange County** Issues economic forecasts, provides policy advice on economic and environmental issues, and conducts regional economic analysis (L, CA, N) <http://business.fullerton.edu/Center/EconomicAnalysisAndForecasting/#Default>

**CEB Talent Neuron (formally Wanted Analytics)** Provides you the most comprehensive source of global talent demand and supply data, predictive analytics and insights into real-time job market, location, and competitive intelligence (L, CA, & N) <https://www.cebglobal.com/talent-management/talent-neuron.html/>

**Closing Orange County's Skills Gap: Preparing to Meet Demand for Middle-Skill Occupations** This report identifies relevant Orange County industry clusters that are projected to generate significant numbers of job openings and robust career pathways in middle-skill occupations (L). <http://www.ocbc.org/wp-content/uploads/Chase-Middle-Skills-report-for-web.pdf>

**Doing What Matters** Is an initiative focused on community colleges to become essential catalysts in California's economic recovery and jobs creation at the local, regional and state levels and to supply in-demand skills for employers, create relevant career pathways and stackable credentials, promote student success and get Californians into open jobs (L & CA). <http://doingwhatmatters.cccco.edu/>

**OC Community Indicators** Measures the health and wellbeing of people, place and economy in Orange County – showcases innovative practices that contribute to a vital, thriving county (L). [http://www.ocbc.org/wp-content/uploads/OCCIR\\_2016\\_Web.pdf](http://www.ocbc.org/wp-content/uploads/OCCIR_2016_Web.pdf)

**OC Pathways** Connects educators and industry leaders to equip students for college and career success by developing pathways in high-need, high-wage, and high-skill STEM (science, technology, engineering and math) sectors vital to the regional economy. <http://www.ocpathways.com/>

**Occupation Profile** Data includes wages, outlook, job openings by ZIP code, 15 top industries, skills, tasks, training sources, and comparison with another occupation (CA & L). [www.labormarketinfo.edd.ca.gov/cgi/databrowsing/occExplorerQSSelection.asp?menuChoice=occExplorer](http://www.labormarketinfo.edd.ca.gov/cgi/databrowsing/occExplorerQSSelection.asp?menuChoice=occExplorer)

**Occupational Outlook Handbook** Helps find career information on duties, education and training, pay, and outlook for hundreds of occupations (N). <http://www.bls.gov/ooh/>

**Orange County Economic Development Strategy (CEDS)** Identifies cities, neighborhoods, and census tracts in Orange County which are struggling economically, failing to provide their populations with access to gainful employment opportunities, and highlighting key opportunities for community re-investment (L). <http://ocwib.org/ceds>

**Orange County Workforce Indicators Report** Provides current, past and projected trends across multiple, diverse metrics including demographics, industry clusters, education and workforce trends, and workforce housing (L). <http://ocgov.com/civicax/filebank/blobdload.aspx?BlobID=58665>

**The State of The American Veteran: The Orange County Veterans** Is a comprehensive study assessing the opportunities and challenges in serving the region's military community. [http://cir.usc.edu/wp-content/uploads/2015/02/OC-Veterans-Study\\_USC-CIR\\_Feb-2015.pdf](http://cir.usc.edu/wp-content/uploads/2015/02/OC-Veterans-Study_USC-CIR_Feb-2015.pdf)

**United States Census Bureau** Serves as the leading source of quality data such as five-year measure of American business and the economy, and America's changing population, housing and workforce (L, CA, & N). <https://www.census.gov/>

**U.S. Bureau of Labor Statistics** Is a website designed to provide labor market information such as Inflation & Prices, Employment, Unemployment, Pay & Benefits, Spending & Time Use, Productivity, Workplace Injuries, International, and Regional Resources (CA, & N). <http://www.bls.gov/>

**U.S. Department of Labor** Is a website focus on highlighting national labor topics such as Misclassification of Employees, Retirement Plans, Equal Pay, Leave Benefits, Work Hours, Executive, Order 13658: Minimum Wage for Contractors, Minimum Wage, Wages, Workers' Compensation, Unemployment Insurance, and Labor Regulations (CA, & N). <https://www.dol.gov/>

**Wisconsin Regional Industry Skills Education (RISE) Career Pathways Model** Is career pathways initiative that includes new occupational certificates and diplomas embedded in Associate's degree programs (N). <http://www.clasp.org/resources-and-publications/publication-1/Beyond-Basic-Skills-March-2011.pdf>

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# GLOSSARY OF KEY TERMS

ABE: Adult Basic Education	NOCRC: North Orange County Regional Consortium for Adult Education
AEBG: Adult Education Block Grant	OC Network: Orange County Regional Economic Workforce Development Network
AJCC: American Job Center of California	OC Region: Orange County Region
ASD: Autism Spectrum Disorder	OC Regional Plan: Orange County Regional Plan
ASE: Adult Secondary Education	OC: Orange County
AWD: Adult With Disability	OCBC: Orange County Business Council
AWDB: Anaheim Workforce Development Board	OCCPP: Orange County Career Pathways Partnership
CAEC: Coast Adult Education Consortium	OCDB: Orange County Development Board
CalWORKs: California Work Opportunity and Responsibility to Kids	OJT: On-the-Job Training
CBOs: Community Based Organizations	RICO: Regional Industry Clusters of Opportunity
CCCCO: California Community College Chancellor's Office	ROPS: Regional Occupational Programs
CDE: California Department of Education	RPU: Regional Planning Unit
CEDS: Comprehensive Economic Development Strategy	RSAEC: Rancho Santiago Adult Education Consortium
CSUF: California State University, Fullerton	RTC: Regional Training Coordinator
CTE: Career Technical Education	SAWDB: Santa Ana Workforce Development Board
CWA: California Workforce Association	SCE: School of Continuing Education
CWDB: California Workforce Development Board	SOCRC: South Orange County Regional Consortium
DAS: Disability Access Services	SQL: Structure Query Language
DOR: Department of Rehabilitation	SQL: Structure Query Language
DSPS: Disabled Student Programs	SSA: Social Services Agency
DSS: Disability Support Services	SSSP: Student Success and Support Program
EDD: Employment Development Department	STEM: Science, Technology, Engineering and Math
ESL: English as a Second Language	TAA: Technical Adjustment Assistance
GCP: Gross County Product	TANF: Temporary Assistance for Needy Families
GCP: Gross County Product	The OC Network: Workforce Development Network

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IL: Intellectual Disabilities	UCCI: University of California Curriculum Integration
ITA: Individual Training Accounts	UCI: University of California, Irvine
IWT: Incumbent Worker Training	VEAP: Veterans Employment Related Assistance Program
K-12: Kinder to 12 <sup>th</sup> Grade Education System	WIA: Workforce Investment Act
LEAP: Linking to Employment Activities Pre-Release	WIOA: Workforce Innovation and Opportunity Act
LMID: Labor Market Information Division	WSD: Workforce Services Directive
LWDB: Local Workforce Development Board	Y.E.S: Youth Employment Services

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## ***Orange County RPU***

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# ***Workforce Innovation and Opportunity Act 4-Year Regional Planning Unit Plan and Related Local Plan Program Years 2017-2020***

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### **Local Workforce Development Area(s)**

**ORANGE COUNTY DEVELOPMENT BOARD, ANAHEIM WORKFORCE  
DEVELOPMENT BOARD, SANTA ANA WORKFORCE DEVELOPMENT  
BOARD**

**Regional Lead Contact** Andrew Munoz, Executive Director, Orange County Development Board

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**Date of Submission** March 15, 2017

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<b>Local area</b>	<b>Contact name</b>	<b>Phone number</b>
<b>ORANGE COUNTY DEVELOPMENT BOARD</b>	<b>ANDREW MUNOZ</b>	<b>714-480-6500</b>
<b>ANAHEIM WORKFORCE DEVELOPMENT BOARD</b>	<b>LUZ FLORES</b>	<b>714-765-4342</b>
<b>SANTA ANA WORKFORCE DEVELOPMENT BOARD</b>	<b>DEBORAH SANCHEZ</b>	<b>714-565-2600</b>

**2017-2020**

**REGIONAL PLANNING UNIT: ORANGE**

**LOCAL AREAS:**

**COUNTY OF ORANGE, CITY OF ANAHEIM, CITY OF SANTA ANA**