

2023 Biennial Modification to the Program Year 2021-2024 Regional Plan

Orange Regional Planning Unit



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Contact: Annette Kelly-Whittle, Regional Organizer
Phone: (909) 362-7082
Email: Annette.whittle@orangeworkforcealliance.com

Anaheim Workforce Development Board

Contact: Marco Lucero
Phone: (714) 765-4341
Email: mlucero@anaheim.net

Orange County Workforce Development Board

Contact: Carma Lacy
Phone: (714) 480-6420
Email: carma.lacy@occr.ocgov.com

Santa Ana Workforce Development Board

Contact: Deborah Sanchez
Phone: (714) 565-2621
Email: dsanchez@santa-ana.org

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I. INTRODUCTION AND OVERVIEW

With the passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction regarding how to approach economic and labor market demands. While establishing local workforce areas over the last four decades has always considered local labor markets, WIOA recognizes that economies tend to be regional and may extend beyond the political boundaries that define local areas. WIOA's recognition of regional economies led to California's establishment of Regional Planning Units (RPUs), which represent groups of local workforce areas that work collaboratively to develop strategies reflecting the regional economic needs of businesses and the workforce.

In accordance with federal and state guidance, the Orange Regional Planning Unit has developed a four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2021-24, which cover June 1, 2021, through June 30, 2025. WIOA requires a Biennial Modification to the Regional Plan. This 2023 version of the Plan serves as the required update and, once approved by state officials, will become the official version of the PY 21-24 Regional Plan from July 1, 2023, through June 30, 2025.

The Orange Regional Planning Unit

The Orange Regional Planning Unit (RPU) is comprised of the three local Workforce Development Boards (WDBs) serving 34 cities and all unincorporated areas in Orange County. The RPU includes the Anaheim Workforce Development Board, which serves the City of Anaheim, the Santa Ana Workforce Development Board, which serves the City of Santa Ana, and the Orange County Workforce Development Board, which serves the remaining 32 cities and the unincorporated areas of Orange County.

Orange County is the third-most populous county in California (3,162,245 people in 2022)¹ and the sixth-most populous in the nation. Orange County's population declined from 3,169,542 in 2022 and is projected to decrease by 17,537 over the next five years². This decrease reflects an outmigration brought about by rising costs in the region, including housing costs which are among the highest in the state. This can make it difficult for many young people and families to afford to live in Orange County.

Regional Plan Content

WIOA prescribes content for regional plans, which focus principally on the region's labor market, economic conditions, growth industries, and other promising sectors, and how the local workforce development system responds to these factors through sector-based career pathway strategies. WIOA-required local plans supplement the mandatory

¹ California Department of Finance, Demographic Research Unit

² *Lightcast*, 2021, <https://analyst.lightcast.io/>.

elements of the regional plan by describing how the workforce system partners collaborate to develop and implement services that meet the unique needs of job seekers and businesses in the region. Other required regional plan content, some unique to California, includes regional indicators of success, job quality, and strategies promoting equity.

Development of the Regional Plan and Its 2023 Modification

After the implementation of WIOA, an initial four-year plan was developed for the region, which covered PY 2017-20. It was updated in 2019 in accordance with statutory requirements. In response to guidance published by state officials in September 2020, Orange RPU representatives began to prepare a new plan for PY 2021-24. However, the context for this planning was unprecedented, as the COVID-19 pandemic was still in its early stages before the widespread availability of vaccines and the reopening of businesses and communities. The PY 21-24 Orange RPU Regional Plan reflects the circumstances under which it was developed, highlighting the immediate and severe impacts and limitations resulting from the pandemic, along with various uncertainties regarding the economy, labor market, and workforce participation. The 2023 Biennial Modification to the PY 21-24 Regional Plan has been developed under far different circumstances than the original version. As such, RPU leadership has been able to address regional approaches and initiatives from a clearer vantage point, where reopening and recovery characterize the regional economic and community landscape.

The original PY 21-24 Regional Plan and this 2023 Modification have benefitted from the intensive review of regional collaboration among the three local boards and input by workforce system partners and other stakeholders. Community input during the 2020/21 process used to develop the Plan led to discussions about the differences between the North and South Orange County communities. For some, the perception of South Orange County is one of affluence with great beaches, schools, and upscale amenities. While affluent areas exist in South Orange County, some vulnerable communities and families live below the federal poverty line. Also noted during these discussions, South County residents have access to fewer community resources and service providers than central and north county areas. As described below, ten of the eleven cities with disadvantaged census tracts are in North Orange County.

Impact of the Pandemic on Businesses and Workers

Orange County experienced several years of job growth and economic vitality, resulting in record-low unemployment rates before the COVID-19 pandemic struck in early 2020. The pandemic derailed this long growth streak. The long-term social and economic impacts of this stall in economic growth remained to be seen when the Regional Plan was being developed in December 2020 and early 2021. As the region has recovered and transitioned to the endemic phase of the coronavirus, the economy is again characterized by many pre-pandemic conditions, including full employment and growth in key sectors. However, many community members and businesses still feel the social and economic

hardship and disruptions that ensued during the height of the pandemic as they struggle to regain footing. The county experienced widespread job loss and economic hardship due to the pandemic, with many small businesses closing permanently.

The COVID-19 pandemic and the resulting economic fallout have disproportionately impacted specific populations and communities. The impacts remain particularly prevalent among Black people, Latinos, and other people of color. Additionally, the virus has disproportionately affected communities of color, with higher infection and death rates. The pandemic exacerbated existing inequalities and economic disparities, highlighting the need for equitable policies, programs, and services that support the most vulnerable populations and disinvested communities to address issues that include disparities in access to healthcare, economic impact, and education. In Orange County, census tracts identified as “disadvantaged” by the California Environmental Protection Agency are located in the eleven Orange County cities of Fullerton, Anaheim, Santa Ana, Garden Grove, Westminster, Stanton, Lake Forest, Huntington Beach, Costa Mesa, Placentia, Buena Park.

The following economic and demographic analyses highlight the immediate and early impacts of COVID-19 on Orange County and subsequent recovery, along with projections for the region throughout the period addressed by the 2023 Biennial Modification to the PY 21-24 Orange RPU Regional Plan.

II. ANALYTICAL OVERVIEW OF THE REGION

There is no question that the COVID-19 pandemic wreaked havoc on the region's communities, labor market, and economy. The education system, with many schools closed for in-person instruction schools adapted to new ways of teaching and learning. Many schools moved to remote or online learning during the pandemic. Schools have reopened, and many continue to offer hybrid programs where students alternate between in-person and online instruction. However, the disruption in higher education is still felt with low enrollments. California's community college enrollments have reached the lowest rate in three decades. Since 2019, enrollment at over 116 campuses has dropped by an estimated 300,000 students, a drastic decrease of 18%. The four Orange County Community College Districts have seen a reduction in the student count in the Spring of 2022 by 43,732 compared to the same semester in 2019.

Economic factors will likely continue influencing student decisions amid rising inflation, the possibility of a recession, and California's high cost of living. Finances and family responsibilities often take precedence over education for low-income families. A survey conducted by the RP Group, a nonprofit research center, of former California community college students found that one-third haven't re-enrolled because they've prioritized work. At the same time, 22% said they have prioritized taking care of family or other dependents. Another 29% said they struggled to keep up with their classes³.

Orange County's Gross Domestic Product (GDP) took a hit in 2020, dropping to 222,683,756.⁴ Orange County's economy ranked 3rd in California and 8th nationally in 2021 based on its GDP. Orange County has employed 1,598,700 in nonfarm jobs as of December 2022. The median household income was \$85,400 in 2018, \$25,100 above the national average.⁵

Year	GDP
2017	\$ 247,314,645
2018	\$ 225,920,029
2019	\$ 230,680,258
2020	\$ 222,683,756
2021	\$ 238,228,949

A little over a year after the COVID-19 pandemic began, economists and other observers noted an increase in the job quit rate, as measured by the U.S. Bureau of Labor Statistics (BLS) Job Openings and Labor Turnover Survey (JOLTS) program. While JOLTS recorded a seasonally adjusted quit rate of 2.4% in the second month of the program's existence (January 2001), this rate was not surpassed until March 2021, when it reached 2.5 percent. The rate rose to 2.8% in April 2021, then 3.0% in December 2021⁶. The rise in the quit rate has been called the "Great Resignation," with many popular press articles speculating why individuals have become more willing to leave their current employers. The fact that the labor force participation rate remains below its pre-pandemic high suggests that some who quit their jobs found new jobs, and others exited the labor force.

³ [Statewide Covid-19 Impact Surveys of Students and Employees](#)

⁴ "GDP: U.S. Bureau of Economic Analysis (BEA)." GDP | U.S. Bureau of Economic Analysis (BEA), www.bea.gov/data/gdp.

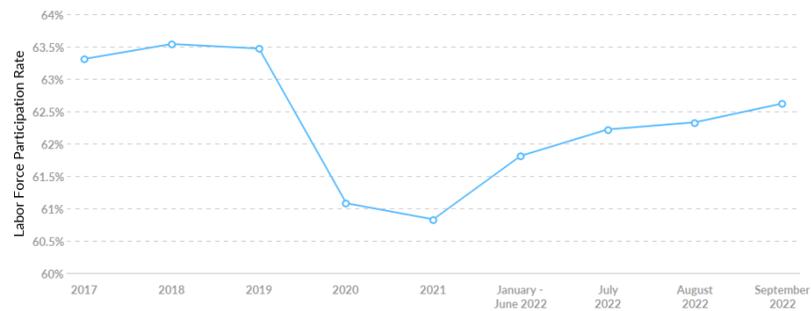
⁵ [Lightcast](https://analyst.lightcast.io/), 2021, <https://analyst.lightcast.io/>.

⁶ [U.S. Bureau of Labor Statistics \(bls.gov\)](https://www.bls.gov/)

This issue has likely contributed to the current unprecedented labor shortages, and a challenge businesses are expressing across industries in finding talent to fill open positions. Wages increased as companies worked to entice workers back to work after COVID-19 restrictions were lifted. These wage gains, however, were diminished by the high inflation the economy is experiencing.

The Orange County labor force participation rate reached 62.62% in September. The rate is well below the rate before the pandemic. In 2019 the rate was 63.47%. It dipped to 61.08% in 2020 and even lower in 2021 to 60.83%. These numbers indicate

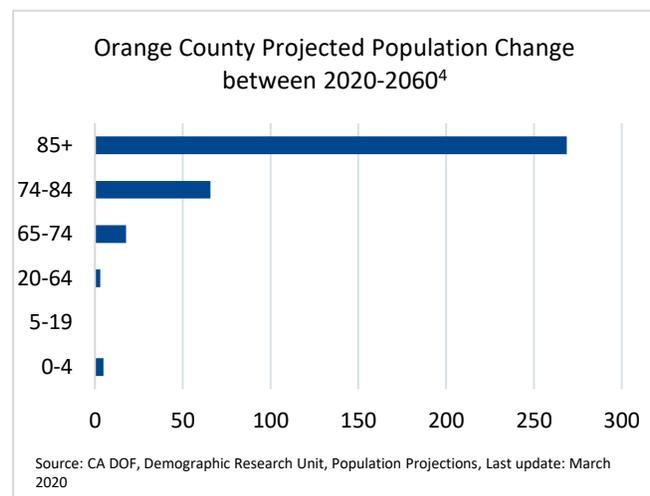
Labor Force Participation Rate Trends



that some workers are still inactive despite momentum in the workforce. This may also be the result of outmigration and workers opting to retire over returning to work.

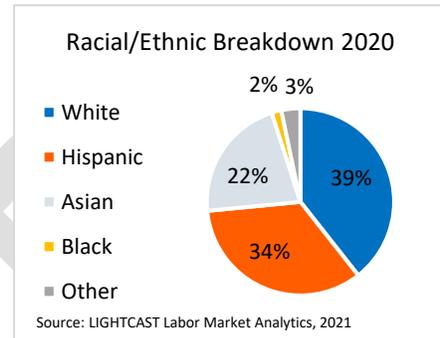
The pandemic has significantly changed the landscape of work. One of the most notable changes has been the shift toward remote work, which has become more common, and some companies have shifted to permanent remote work strategies. Additionally, the pandemic has accelerated the adoption of digital technologies and automation. Companies rapidly digitized operations and processes to continue to operate during lockdowns and social distancing measures, which accelerated the adoption of technology use. The pandemic has also highlighted the importance of specific industries and occupations, particularly those related to healthcare, logistics, and online delivery. It has also shown the importance of gig economy workers and the need for better protection and benefits.

The county is experiencing demographic shifts with economic and workforce implications. Orange County’s senior population will continue to increase significantly while working-age populations fall. According to the California Department of Finance, estimates show that seniors 65-74 will increase by 17.75%, the 74-84 group by 65.7%, and 85 or older will increase by 268.7%. The population change will require increased employment in healthcare and other senior service



occupations. The shrinking working-age population could impact economic prosperity and cause more challenges for employers filling open positions.

Ethnic diversity in Orange County is high. The national average for an area the size of Orange County is 1,289,103 racially diverse people, while there are 1.95 million in Orange County.⁷ Orange County's diversity is projected to continue to grow through 2060. Whites (39%) and Hispanics⁸ (36%) make up the largest percentage of the Orange County population. White population declined by 8% between 2017 and 2023.⁹ Growing diversity will increasingly be a key workforce and economic development advantage for Orange County. Diversity often creates an environment where exchanging ideas, strategies, and viewpoints fuels innovation and entrepreneurship, contributing to sustained economic success. Racial diversity challenges local education providers and workforce development to support English learners' success by improving program support and creating innovative programs such as vocational ESL programs. Non-English speakers represent 45.5% of Orange County residents, which is higher than the national average of 21.9%. In 2018, Spanish was the most common non-English language spoken, with 24.8% of Orange County residents being native Spanish speakers. Vietnamese (6.44%) and Mandarin (2.94%) are the second and third most common languages.¹⁰



Many diverse populations, low-income communities, communities of color, and immigrant communities experience disproportionate economic and social impacts due to systemic inequalities. These include limited access to education, employment opportunities, healthcare, higher poverty rates, unemployment, and underemployment. Additionally, these communities are more vulnerable to the impacts of natural disasters like COVID-19, environmental pollution, and other forms of environmental injustice. The pandemic has disproportionately affected these communities, with higher rates of illness and death among people of color. Many within this population have been hit harder by the economic downturn.

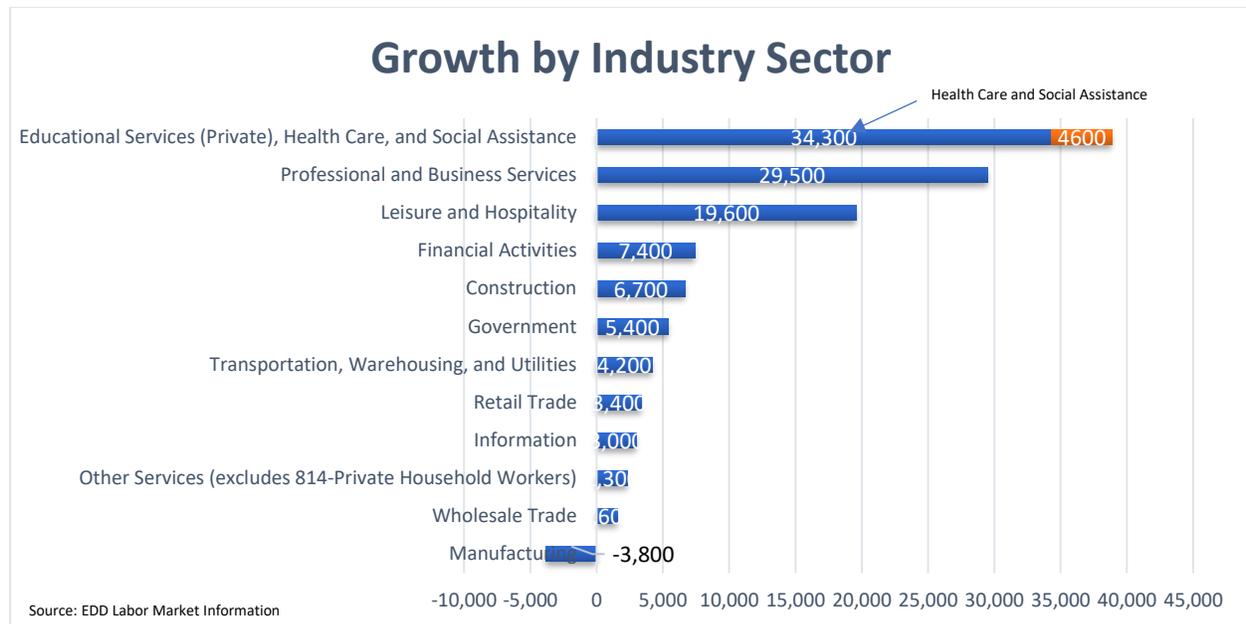
Industry employment, including self-employment, private household workers, and farm and nonfarm jobs in Orange County, is projected to reach 1,890,300 by 2028, a 7.2% increase over the ten-year projection period of 2018 to 2028. Eleven of the 13 nonfarm industry sectors are projected to grow during this period.

⁷ Lightcast, 2021, <https://analyst.lightcast.io/>.

⁸ Lightcast, 2021, <https://analyst.lightcast.io/>, Hispanic population includes all races that identify as Hispanic.

⁹ Lightcast, 2021, <https://analyst.lightcast.io/>.

¹⁰ Bureau, US Census. "American Community Survey Data Releases." *The United States Census Bureau*, 31 July 2020, www.census.gov/programs-surveys/acs/news/data-releases.2018.html.



Total nonfarm jobs are projected to gain 118,000 jobs by 2028. Significant job growth is projected in four industry sectors. Educational, health services, and social assistance are expected to gain 38,900 jobs, with 18,400 projected to be in ambulatory health care services and 34,300 in health care and social services. Professional and business services are projected to add 29,500 jobs. In 2020, leisure and hospitality were projected to grow by 12.9%, adding 27,400 jobs. The growth projection has decreased to 8.8%, adding 19,600 jobs. Construction projections also have fallen, with a projected increase of 6,700 jobs by 2028 instead of 19,000 jobs by 2026.¹¹

The industry sectors that added the most jobs between 2020 and 2023 are represented in the chart below.

Jobs & Growth				
NAICS	Description	2020 Jobs	2023 Jobs	2020 - 2023 Change
62	Health Care and Social Assistance	191,913	215,168	23,255
72	Accommodation and Food Services	131,918	145,039	13,121
56	Administrative and Support and Waste Management and Remediation Services	140,387	151,255	10,868
55	Professional, Scientific, and Technical Services	128,559	136,465	7,906
23	Educational Services	27,682	32,761	5,079

Source: LIGHTCAST 2023

Orange County is a thriving hub for medical device companies and cutting-edge industry sectors, including life sciences, information technology, digital arts and media, and

¹¹ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov

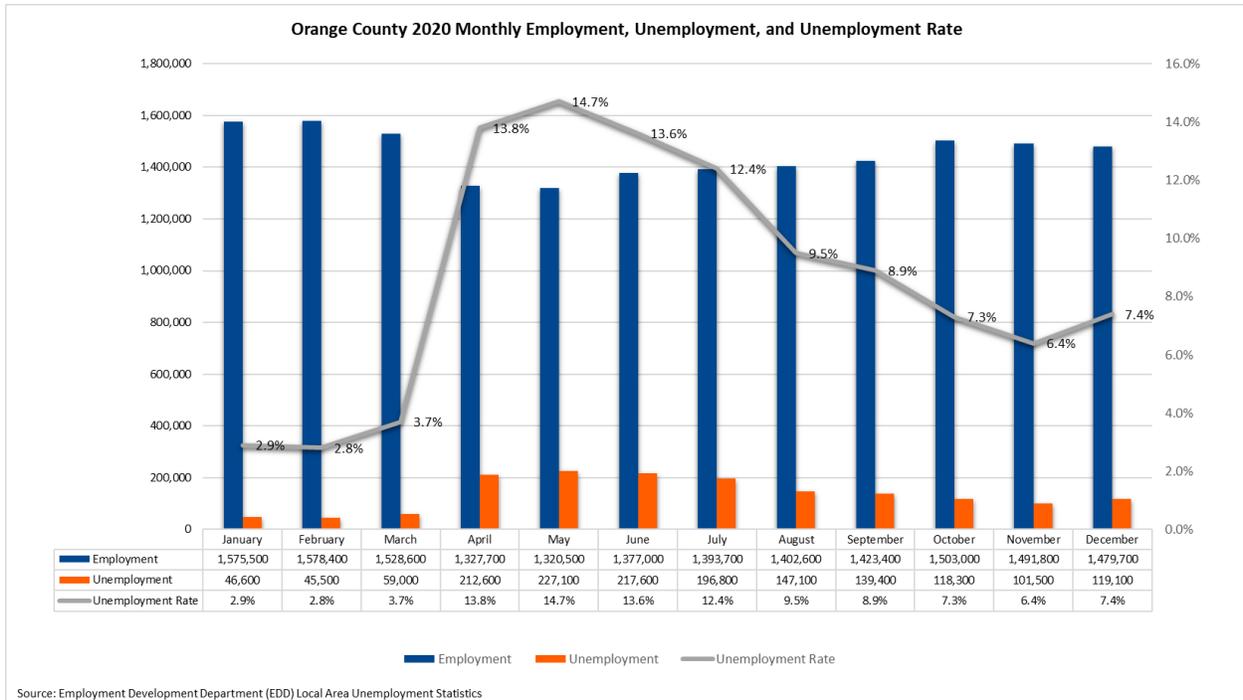
advanced manufacturing. It is also known for its growing ecosystem of entrepreneurship and innovation. Many Southern California startups concentrate on virtual and augmented reality, cybersecurity, biomedical science, bioengineering, medical imaging, medical device, and environmental health technologies. Over the next several years, Orange County is poised to be at the center of emergent industries based on educational and intellectual assets in the region. The county's most robust traded clusters with a high employment specialization in the area are medical device manufacturing (US Ranking 1), lighting and electrical equipment manufacturing (US Ranking 2), apparel manufacturing (US Ranking 3), information technology and analytical instruments manufacturing (US Ranking 5), and financial services (US Ranking 6).¹²

A. Analysis of Employment and Unemployment Data

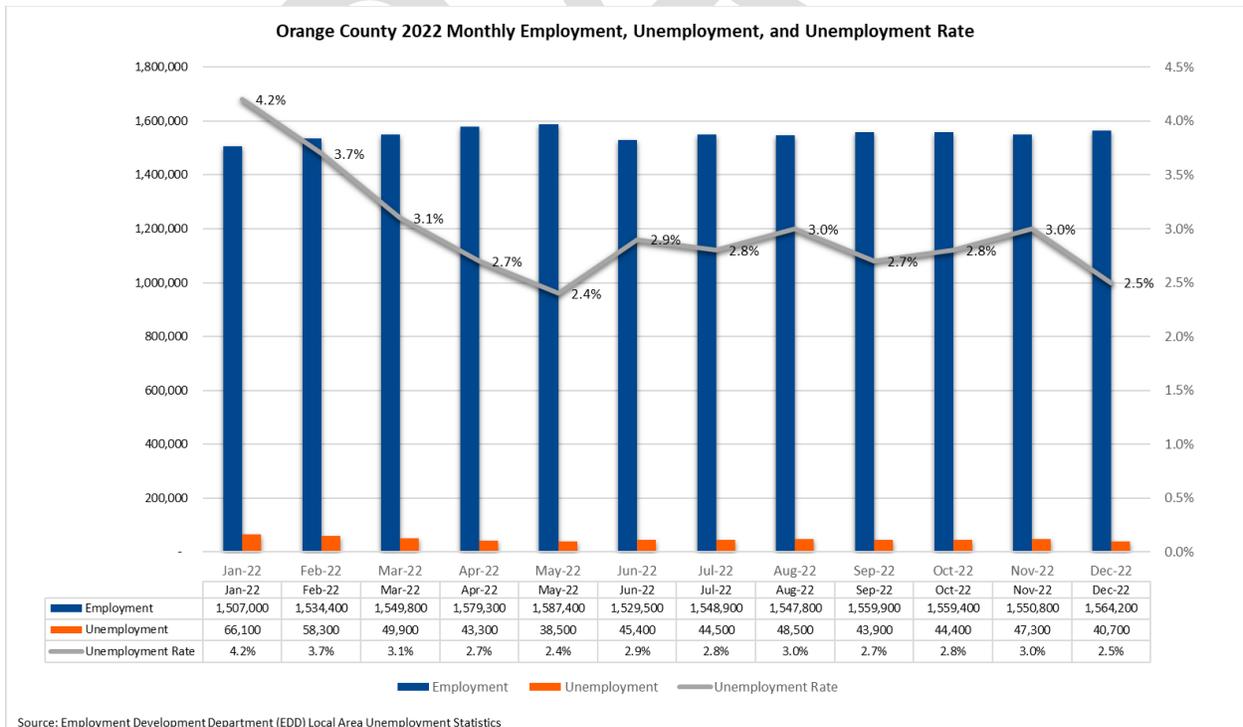
Unemployment as of December 2022 is at 2.5%, which is lower than the pre-pandemic levels. Orange County had a positive economic outlook before the impacts of the COVID-19 pandemic. In January 2020, Orange County had an unemployment rate of 2.9%, the lowest in Southern California. In the preceding 12 months, the county's unemployment rate had not exceeded 3.1%. Before California's first statewide stay-at-home order was issued in March 2020, closing all nonessential businesses and restaurant dining, the unemployment rate stood at 2.8% in February of that year. The economic disruption from COVID-19 resulted in steep job losses, with the unemployment rate quadrupling at its peak of 15.5% in May 2020, the highest unemployment rate ever recorded for Orange County. The rates slowly declined to 6.4% in November 2020 before ascending to 7.4% in December 2020 when regional stay-at-home orders went back into effect. This rate compares with an unadjusted unemployment rate of 8.8 percent for California and 6.5 percent for the nation during the same period.¹³

¹² "U.S. Cluster Mapping: Mapping a Nation of Regional Clusters." *U.S. Cluster Mapping | Mapping a Nation of Regional Clusters*, www.clustermapping.us/.

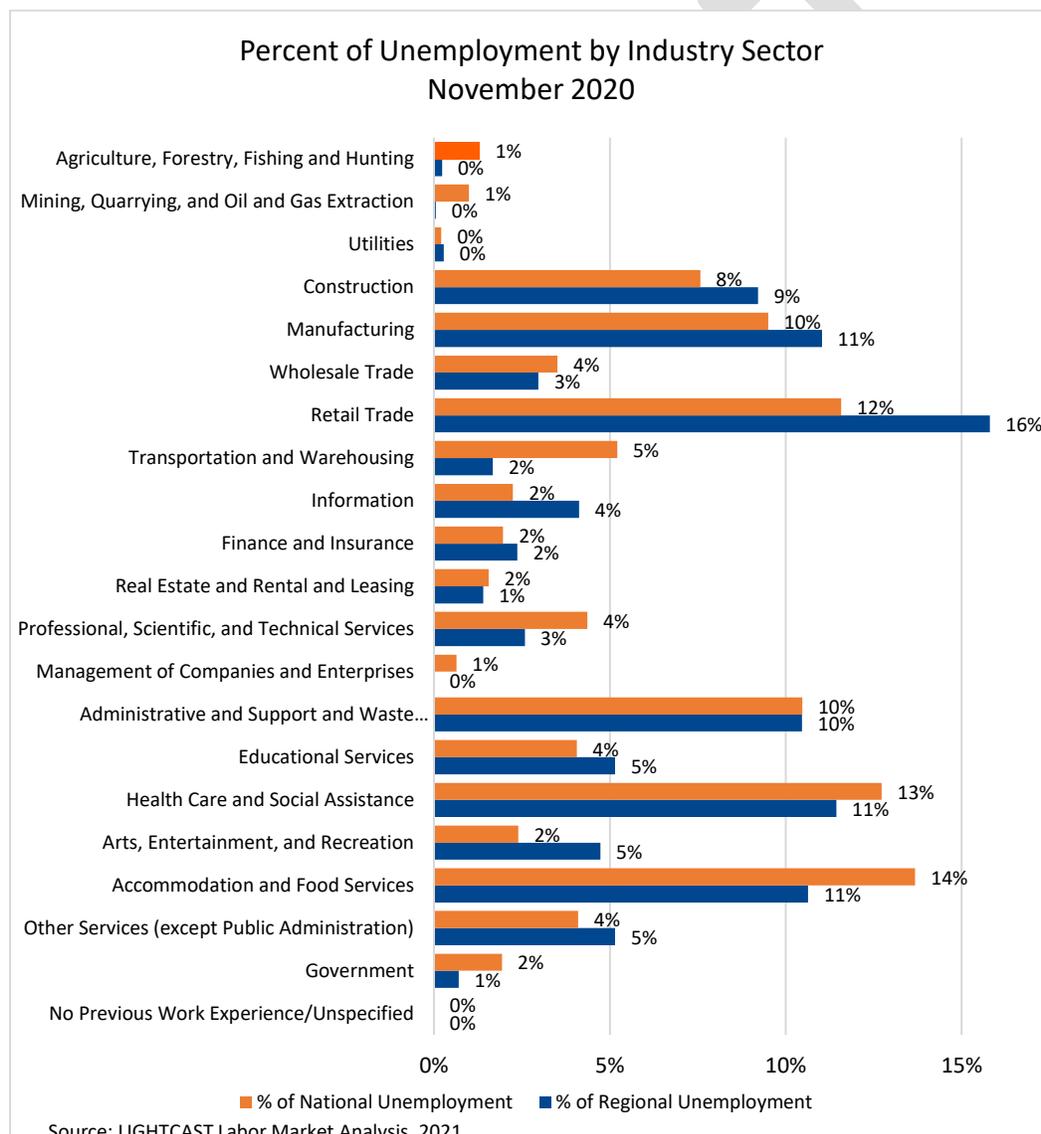
¹³ *Labor Market Information*, EDD, 2021, www.labormarketinfo.edd.ca.gov/data/lmi-by-subjects.html.



The unemployment rate is 2.5% as of December 2022, below the pre-pandemic level of 2.8% from February 2020. Unemployment rates sharply fell between January 2022 to May 2022. In June, the levels increased and have fluctuated slightly since.



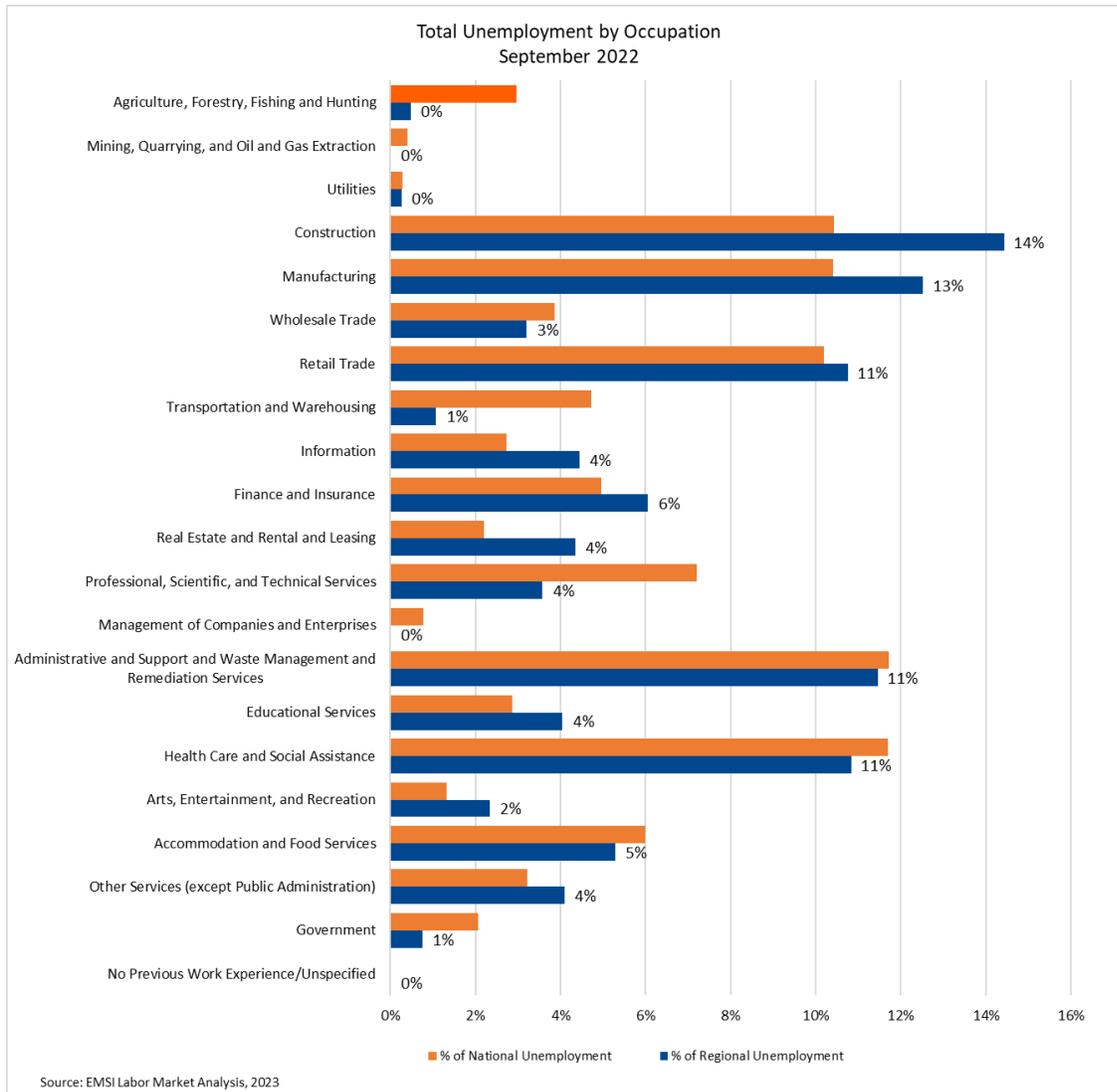
Concentrated job loss in hospitality and tourism stung more sharply during the pandemic in the Orange County region due to its economic dependence on tourism. In 2019, a record 50.2 million travelers visited Orange County, spending \$13.0 billion.¹⁴ However, with the sustained closure during the pandemic of major tourism sites, especially Disneyland Park, the leisure and hospitality industry and surrounding cities remain heavily impacted. The percentage of unemployment by industry sector showed a grim picture for industries that rely heavily on tourism. As of November 2020, retail trade had the highest unemployment numbers at 16,063, and accommodation and food services had 10,815 unemployed. Other industries with high numbers of unemployment include healthcare and social assistance (11,628), manufacturing (11,215), and construction (9,371).¹⁵



¹⁴ Orange County Visitors Association, 2019, Orange County Visitors Association 2019-2021 Destination Marketing Plan, www.travelcostamesa.com/visittheoc/wp-content/uploads/2019/08/Marketing.pdf.

¹⁵ Lightcast, 2021, <https://analyst.lightcast.io/>.

The leisure and hospitality industry has rebounded, recovering all jobs lost during the pandemic. However, subsector unemployment in retail trade (11%) remains high. Construction (14%) and manufacturing (13%) are other Orange County industries with high unemployment rates above the national average.



The pandemic-induced recession caused a loss of 267,600 nonfarm jobs between February and April 2020 in Orange County. The employment loss between March and April of 2020 alone was 225,800, the largest ever recorded in a single month. All industry sectors experienced declines between February and April, but leisure and hospitality (down 102,800) accounted for 38 percent of the total nonfarm job loss during this period¹⁶. Most of the decline was between March and April, with a loss of 90,300 jobs. Seventy-seven percent of the drop occurred in accommodation and food services (down 70,300 jobs), led by decreases in food services and drinking places (down 59,800 jobs). Other

¹⁶ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov/data/lmi-by-subjects.html.

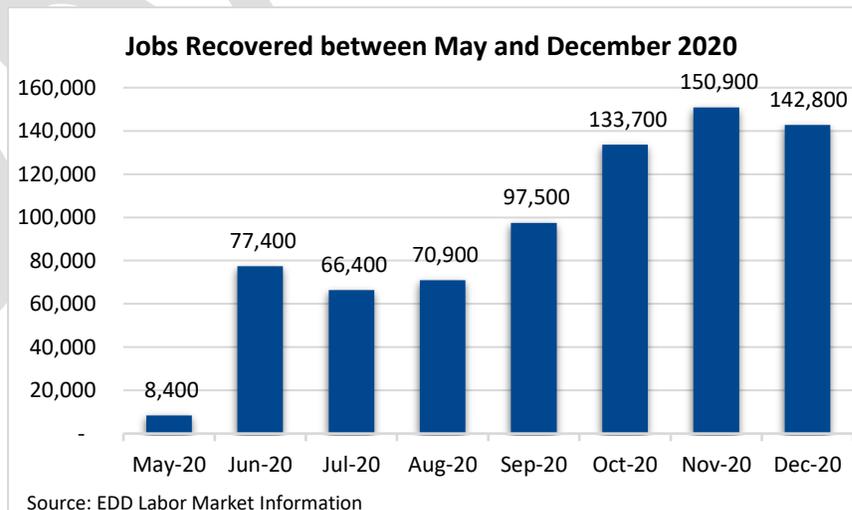
significant drops during this period include arts, entertainment, and recreation, which fell by 20,000 jobs. Trade, transportation, and utilities decreased by 31,400 jobs, with retail trade accounting for 66 percent of the decline (down 20,800 jobs). Wholesale trade dropped by 8,800 jobs, and transportation, warehousing, and utilities decreased by 1,800 jobs. Professional and business services declined by 29,200 jobs. Administrative and support services, which includes temporary help firms, dropped by 18,900 jobs.¹⁷

Pandemic Job-Related Losses ¹⁸

Industry	Feb-20	Mar-20	Apr-20	Dec-20	Feb to Apr	% change	April to December	% of losses recovered	Shortfall as of December
Total Nonfarm	1,677,800	1,636,000	1,410,200	1,553,000	267,600	15.9%	142,800	53.4%	124,800
Construction	105,400	100,600	96,800	107,900	-8,600	8%	11,100	129%	-2,500
Manufacturing	158,700	157,500	143,200	145,300	-15,500	9.8%	2,100	13.5%	13,400
Transportation & Warehousing	26,700	26,300	24,300	29,600	-2,400	9.0%	5,300	220.8%	-2,900
Professional & Business Services	326,300	313,300	288,400	318,400	-37,900	12%	30,000	79%	7,900
Educational Services	34,500	34,400	31,100	27,600	-3,400	9.9%	-3,500	-102.9%	6,900
Health Care & Social Assistance	200,600	198,800	172,600	196,400	-28,000	14.0%	23,800	85.0%	4,200
Leisure & Hospitality	227,500	215,000	124,700	168,700	102,800	45.2%	44,000	42.8%	58,800
Other Services	50,800	44,400	33,000	41,100	-17,800	35.0%	8,100	45.5%	9,700
Government	168,700	170,500	162,000	156,100	-6,700	4.0%	-5,900	-88.1%	12,600

Employment Recovery

In December 2020, as California moved slowly toward reopening, regional differences contributed to the pace of recovery. The depth of job losses and Orange County’s reliance on service sectors meant the region would have to make up more ground than other regions in the state. How quickly businesses reopened and how public health risks evolved contributed to their viability.



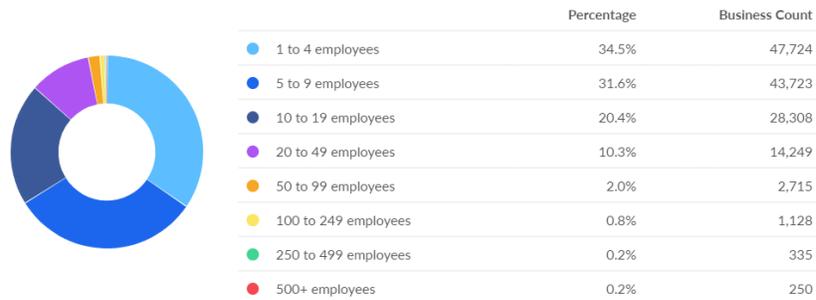
The recovery pace was slower for sectors and companies that relied on in-person interaction. As of December 2020, the county recovered 142,800 nonfarm jobs, equivalent to 53% of the job losses since the pandemic recession. Most industries are

¹⁷ Labor Market Information, EDD, 2021, <https://www.labormarketinfo.edd.ca.gov/geography/orange-county.html>

¹⁸ Lightcast, 2021, <https://analyst.lightcast.io/>.

experiencing incremental job gains monthly. Transportation, utilities, and construction jobs have exceeded pre-pandemic levels, with the largest month-over increase, up 4,200 jobs. Wholesale trade gained 1,800 jobs, retail trade added 1,500 jobs, and transportation, warehousing, and utilities expanded by 900 jobs.¹⁹

Business Size



*Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.

Most businesses in the County have less than 49 employees. The revenue of small businesses in April 2020 decreased by 52.1% compared to January 2020. As of February 06, 2022, total small business revenue increased by 6.2% compared to January 2020. The number of small businesses open in

February 2022 increased by 5.1% compared to January 2020.

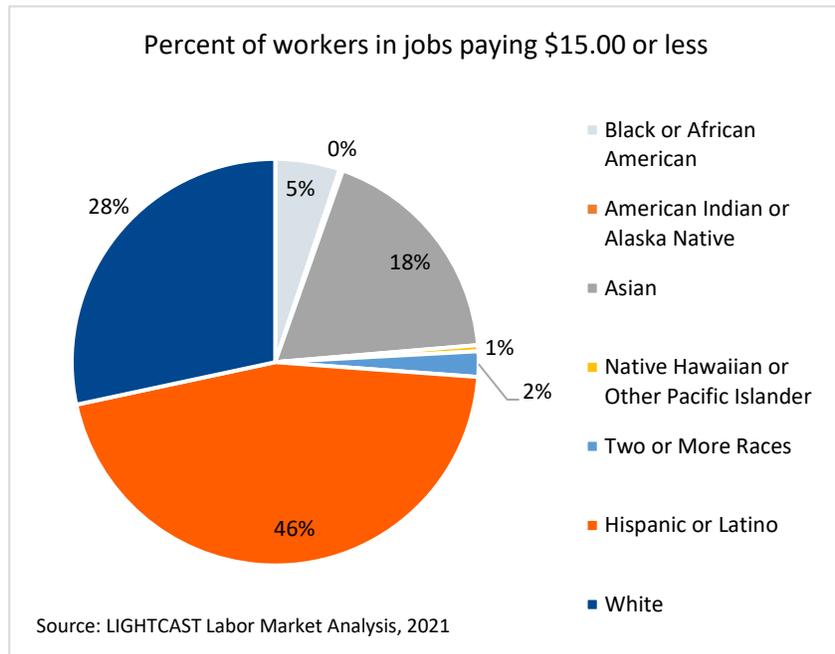
As of December 2022, Orange County has recovered from its job losses during the pandemic. Orange County lost 269,400 nonfarm jobs between February 2020 and April 2020. As of December 2022, OC has recovered 100% of the jobs it lost during the pandemic. The County gained 288,400 nonfarm jobs between April 2020 to December 2022. Government, manufacturing, financial services, and other services are industries that have yet to recover fully.

Orange County Employment Recovery ²⁰			
Title	Feb 20 - Apr 20	Apr 20 - Dec 22	Surplus/Deficit
Total Nonfarm	269,400	288,400	19,000
Leisure & Hospitality	92,700	95,800	3,100
Trade, Trans. & Utilities	39,200	45,000	5,800
Prof. & Bus. Svcs.	38,600	48,400	9,800
Edu. & Health Svcs.	31,900	50,300	18,400
Other Services	19,800	14,200	(5,600)
Manufacturing	15,200	14,400	(800)
Construction	13,700	16,700	3,000
Government	8,800	(2,300)	(11,100)
Financial Activities	7,000	800	(6,200)
Information	2,300	2,800	500

¹⁹ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov/data/lmi-by-subjects.html.

²⁰ [EDD Labor Market Information Division - Home Page \(ca.gov\)](http://edd.ca.gov/labor-market-information)

According to Opportunity Insight’s Economic Tracker, the drastic difference between the low and high quartiles shows that the pandemic disproportionately affected lower-income bracket workers. In Orange County, as of November 15, 2020, employment rates among workers in the bottom wage quartile (<\$29K) decreased by 21.9%, the middle quartile (\$29K-\$73K) decreased by 8%, and the high quartile (>\$60k) increased 7.9% compared to January 2020²¹. The same data, as of November 2022, shows those in the bottom quartile still have the largest drop in employment rates compared to January 2020, at 23.3%. Minority residents mostly held these lower-paying jobs and became much more financially insecure and unstable in this economic crisis.

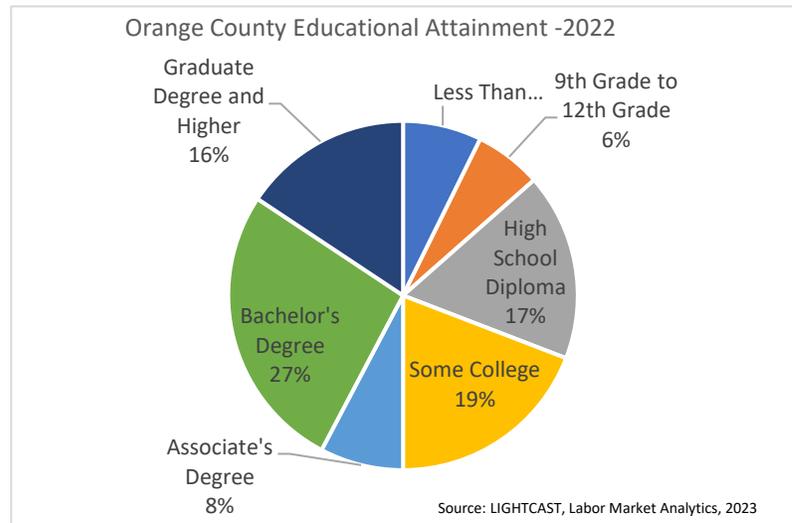


B. Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps

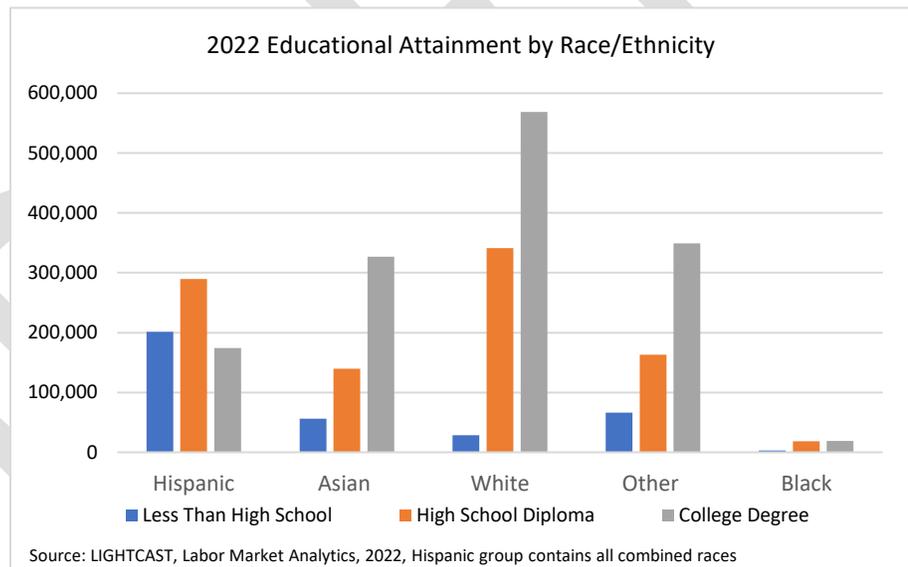
Orange County is home to major universities such as the University of California, Irvine (UCI), California State University, Fullerton (CSUF), and Chapman University. The County has four community college districts with nine community colleges. These community colleges annually educate approximately 310,000 students in credit and noncredit courses.

²¹ “The Economic Tracker.” Economic Tracker, tracktherecovery.org/.

Orange County’s primary competitive advantage is a talent pool of highly educated, qualified residents. In Orange County, 50% of adults over 25 have an associate degree or higher, while only 13.49% lack a high school diploma. Orange County residents with bachelor’s degrees are 6.3% above the national average, and 7.7% hold an associate degree, which is 0.9% below the national average.



Education data covers the population aged 25 years or older, indicating the highest level of education achieved. Inequitable access to postsecondary education is a persistent problem. One way in which this manifests is through widely varying educational attainment across races and ethnicity.



California’s Post-secondary to Prosperity Dashboard shows that only 16% of Latino residents hold a four-year degree. The dashboard also shows that most Latino residents have no college experience (59%), greater than all other groups.²²

The most popular college majors in Orange County are Liberal Arts and Sciences (16,678 and 20%), Business Administration and Management (7,978 and 9%), and General Psychology (3,041 and 4%).

²² “P2P Regions.” *California Competes*, californiacompetes.org/p2p/regions?region=orange.

Orange County Regional Institutions Top Program Completions ²³

CIP Code	Program	Completions (2021)
24.0101	Liberal Arts and Sciences/Liberal Studies	16,678
52.0201	Business Administration and Management, General	7,978
42.0101	Psychology, General	3,041
30.9999	Multi-/Interdisciplinary Studies, Other	2,636
51.3801	Registered Nursing/Registered Nurse	2,161
24.0103	Humanities/Humanistic Studies	1,863
11.0701	Computer Science	1,631
09.0101	Speech Communication and Rhetoric	1,522
30.0101	Biological and Physical Sciences	1,512
24.0101	Liberal Arts and Sciences/Liberal Studies	16,678

The employer need in the Orange County region is based on job postings, employment data analysis, and educational



638 Programs

2,064 programs can train for this job, while only 638 programs have produced completers in this region.



84,331 Completions (2021)

The completions from all regional institutions for all degree types.



233,945 Openings (2021)

The average number of openings for an occupation in the region is 294.

programs' completions. Per the two-digit Standard Occupational Classification (SOC) code group, twenty-four occupations and 638 programs in the region of study may train for these occupations. Of these programs, there were 84,384,331 program participant completions in 2021 and 233,945 job openings. The job openings are up from the 2019 number of 196,852.

Identified in the table below are the occupations with the highest projected skills gap for Orange County between 2022 and 2027. This analysis indicates a continued need to identify strategies to fulfill training requirements in various high-gap occupational areas. The research includes data based on the following:

- Occupations where the 2022 median hourly wage exceeds \$16.00 an hour.
- Openings greater than 10 (openings represent replacement jobs and BLS growth estimates).
- Entry-level education greater than a postsecondary nondegree award less than a bachelor's degree.
- Top 20 occupations with skills gaps (skills gap is the difference between the projected openings and completions).
- The openings figure estimates the change in growth and replacement jobs (i.e., growth + replacements = openings). Growth captures the change in the total number of workers employed in an occupation. At the same time, replacement jobs are estimates of workers permanently leaving a career and needing to be replaced by new hires. A combination of both numbers indicates total openings.

²³ Lightcast, 2022, <https://analyst.lightcast.io/>.

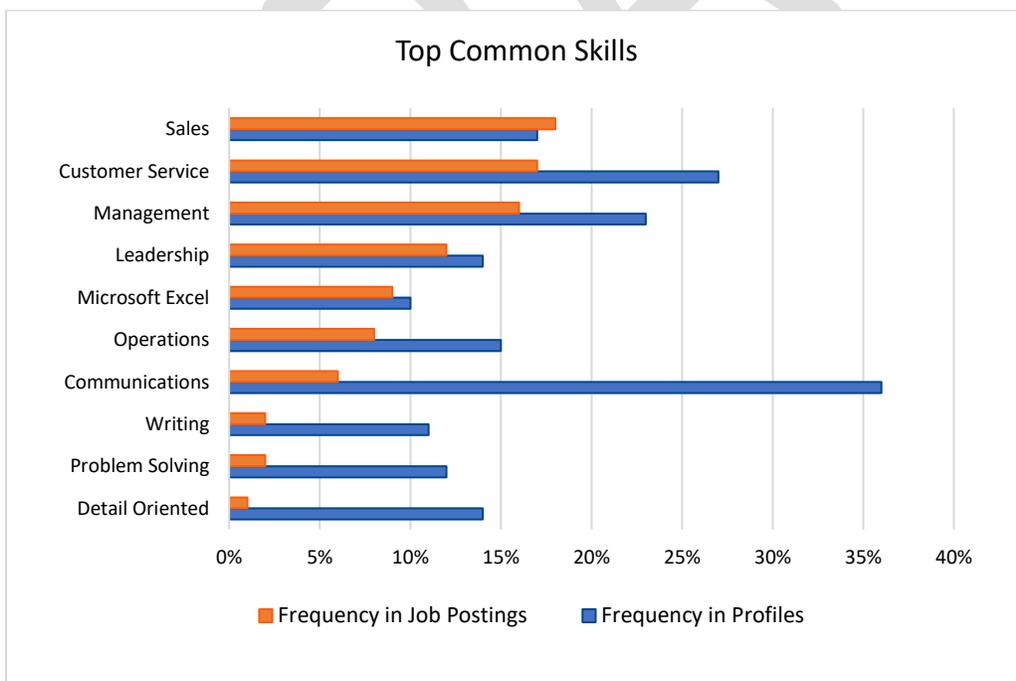
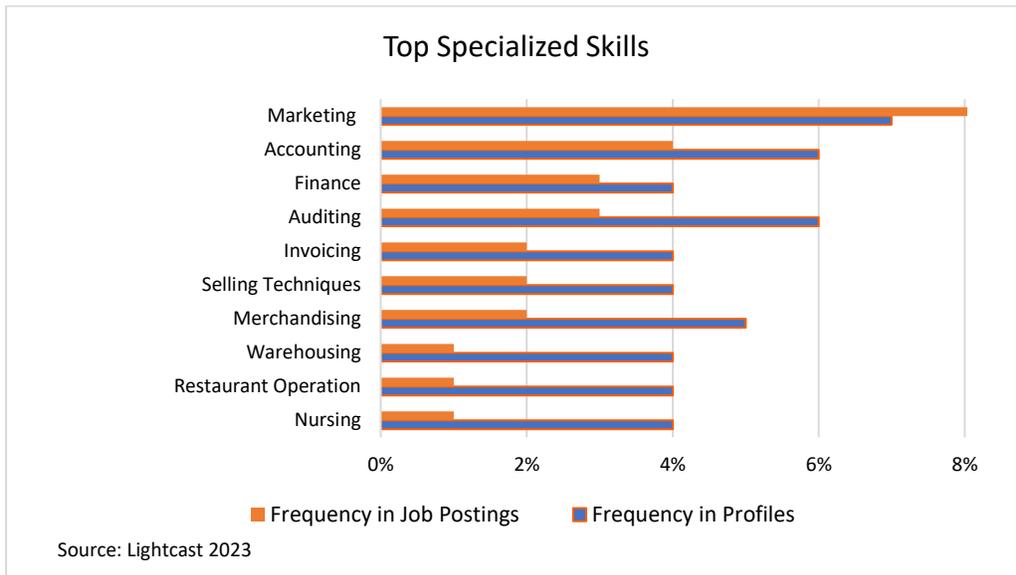
Skills Gap by Occupation²⁴

SOC	Description	2022 Jobs	2027 Jobs	2022 - 2027 Change	2022 - 2027 Replacement Jobs	2022 - 2027 Openings	Regional Completions (2021)	Skills Gap	Median Hourly Earnings	Typical Entry-Level Education
43-3031	Bookkeeping, Accounting, and Auditing Clerks	18,815	18,891	76	11,625	11,751	858	10,893	\$22.76	Some college, no degree
31-1131	Nursing Assistants	8,207	9,184	977	6,469	7,446	146	7,300	\$18.61	Postsecondary nondegree award
53-3032	Heavy and Tractor-Trailer Truck Drivers	10,813	11,312	499	6,473	6,972	0	6,972	\$24.09	Postsecondary nondegree award
31-9092	Medical Assistants	8,558	9,603	1,046	6,281	7,327	2,580	4,747	\$18.51	Postsecondary nondegree award
31-9091	Dental Assistants	5,095	5,697	601	3,852	4,453	215	4,238	\$23.29	Postsecondary nondegree award
25-9045	Teaching Assistants, Except Postsecondary	10,095	10,866	771	6,106	6,877	2,639	4,238	\$17.99	Some college, no degree
29-2061	Licensed Practical and Licensed Vocational Nurses	6,782	7,463	682	2,872	3,553	560	2,993	\$30.64	Postsecondary nondegree award
49-3023	Automotive Service Technicians and Mechanics	5,247	5,454	207	2,618	2,825	278	2,547	\$25.57	Postsecondary nondegree award
39-5012	Hairdressers, Hairstylists, and Cosmetologists	2,383	3,353	970	1,959	2,929	492	2,437	\$15.84	Postsecondary nondegree award
39-5092	Manicurists and Pedicurists	3,619	4,491	872	2,537	3,409	1,108	2,301	\$14.00	Postsecondary nondegree award
23-2011	Paralegals and Legal Assistants	3,644	4,112	468	2,077	2,545	265	2,280	\$27.09	Associate's degree
31-9094	Medical Transcriptionists	2,143	2,187	44	1,813	1,859	50	1,809	\$17.49	Postsecondary nondegree award
31-9097	Phlebotomists	1,739	2,093	353	1,347	1,701	1	1,700	\$24.07	Postsecondary nondegree award
31-9011	Massage Therapists	1,519	1,923	404	1,151	1,554	64	1,490	\$22.79	Postsecondary nondegree award
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	3,396	3,664	268	1,659	1,927	443	1,484	\$31.15	Postsecondary nondegree award
29-1292	Dental Hygienists	3,328	3,710	381	1,142	1,523	117	1,406	\$48.83	Associate's degree
43-4151	Order Clerks	2,187	2,063	(124)	1,254	1,254	26	1,228	\$18.34	Some college, no degree
17-3011	Architectural and Civil Drafters	2,247	2,304	57	1,299	1,356	147	1,209	\$30.41	Associate's degree
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	1,750	1,679	(71)	975	975	34	941	\$30.36	Postsecondary nondegree award
17-3023	Electrical and Electronic Engineering Technologists and Technicians	1,852	1,832	(20)	987	987	82	905	\$32.11	Associate's degree

The top three hard skills requested by employers in job postings between January 2020 to January 2021 were accounting, auditing, and customer relationship management. The

²⁴ Lightcast, 2023, <https://analyst.lightcast.io/>.

following charts show the top specialized skills and the top common skills in relation to the frequency these skills appeared in job seeker profiles. Specialized skills are primarily required within a subset of occupations or equip one to perform a specific task. They are also known as technical skills or hard skills. Common Skills are prevalent across many different occupations and industries, including personal attributes and learned skills. They are also known as soft skills, human skills, and competencies.



C. Analysis of Industries and Occupations with Existing and Emerging Demand

The RPU analyzed location quotient, total jobs, and competitive effect data to identify industries and occupations with emerging demand. An analysis of location quotient data demonstrated which occupations and industries are specialized in the Orange County region (compared to the national average). The competitive effect indicates how much job change results from some distinct competitive advantage in the area. The competitive effect measures the job change that cannot be explained by national growth and industry mix. The difference in competitive effect points to regional-specific factors on the change in local employment numbers. Factors such as labor force training and education, skills, transportation, supply chains, aging demographics, and other regionally influenced factors may impact these industries' and occupations' competitiveness.

Using the 3-digit NAICS code, the emerging industries identified had a location quotient that increased between 2017 and 2022 and had a location quotient of less than 1.2. The industry list was filtered to include industries with a competitive effect greater than 1 percent change in jobs higher than 10% and more than 1,000 jobs. The following chart consists of a list of the top thirteen emerging industries in Orange County. This combined list of sectors accounted for 321,154 jobs in 2022. This group of industries is projected to grow to 490,109 jobs by 2027.

Mature	Growing
Location Quotients are greater than 1.2 and steadily decreasing	Location Quotients are greater than 1.2 and steadily increasing
Declining	Emerging
Location Quotient is less than 1.2 and steadily decreasing	Location Quotient is less than 1.2 and steadily increasing

Industries with Emerging Demand

NAICS	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change	Competitive Effect	2017 Location Quotient	2022 Location Quotient
812	Personal and Laundry Services	14,962	17,548	2,586	17%	3,022	0.92	1.12
621	Ambulatory Health Care Services	83,749	96,902	13,153	16%	5,060	1.04	1.12
624	Social Assistance	41,158	49,209	8,051	20%	4,189	1.00	1.11
446	Health and Personal Care Stores	11,540	12,173	633	5%	1,104	0.98	1.09
611	Educational Services	26,794	32,837	6,044	23%	5,177	0.86	1.03
325	Chemical Manufacturing	7,937	8,844	908	11%	315	0.87	0.92
454	Nonstore Retailers	5,371	6,377	1,006	19%	405	0.84	0.91
623	Nursing and Residential Care Facilities	26,290	26,328	39	0%	2,887	0.71	0.81
814	Private Households	1,624	1,903	278	17%	690	0.51	0.81
312	Beverage and Tobacco Product Manufacturing	1,862	2,359	497	27%	124	0.64	0.68
622	Hospitals	31,995	32,653	658	2%	516	0.58	0.59
902	State Government	25,468	25,822	354	1%	940	0.50	0.52
515	Broadcasting (except Internet)	962	1,006	44	5%	177	0.32	0.40
484	Truck Transportation	5,016	6,074	1,058	21%	776	0.31	0.36
481	Air Transportation	903	1,119	216	24%	237	0.17	0.21

Source: LIGHTCAST, 2023

The following is a list of the occupations in Orange County with emerging demand. These occupations have a location quotient of less than 1.2 as of 2022. The location quotient has increased since 2017. The competitive effect is positive in these professions, demonstrating a high degree of regional-specific factors influencing job growth.

Occupations with Emerging Demand

SOC	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	Median Hourly Earnings	Competitive Effect	2017 Location Quotient	2022 Location Quotient
31-1100	Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides	44,489	57,510	13,021	\$14.15	9,736	0.88	1.08
53-6000	Other Transportation Workers	3,225	3,596	372	\$14.92	895	0.77	1.04
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	21,472	23,687	2,215	\$25.30	490	0.95	0.99
35-1000	Supervisors of Food Preparation and Serving Workers	10,199	13,637	3,438	\$18.32	1,340	0.87	0.98
27-4000	Media and Communication Equipment Workers	2,082	2,246	164	\$23.52	330	0.82	0.97
25-1000	Postsecondary Teachers	13,553	13,946	393	\$45.12	686	0.91	0.97
25-9000	Other Educational Instruction and Library Occupations	16,767	17,382	614	\$18.86	371	0.92	0.95
19-3000	Social Scientists and Related Workers	2,432	2,557	124	\$48.37	30	0.88	0.90
19-4000	Life, Physical, and Social Science Technicians	3,377	3,676	300	\$24.30	305	0.81	0.90
27-3000	Media and Communication Workers	5,562	5,623	61	\$32.45	57	0.85	0.87
29-2000	Health Technologists and Technicians	23,974	27,571	3,597	\$28.58	3,229	0.75	0.86
29-1000	Healthcare Diagnosing or Treating Practitioners	46,324	52,960	6,637	\$56.77	3,765	0.76	0.83
51-3000	Food Processing Workers	6,809	7,256	446	\$16.09	282	0.76	0.80
29-9000	Other Healthcare Practitioners and Technical Occupations	645	1,190	545	\$30.02	106	0.71	0.79
39-2000	Animal Care and Service Workers	1,405	2,386	980	\$14.46	543	0.59	0.78
47-4000	Other Construction and Related Workers	3,028	3,426	397	\$28.07	239	0.67	0.73
25-2000	Preschool, Elementary, Middle, Secondary, and Special Education Teachers	28,039	28,871	832	\$42.52	649	0.64	0.66
51-8000	Plant and System Operators	1,411	1,732	321	\$38.72	380	0.42	0.54
39-4000	Funeral Service Workers	266	372	106	\$17.12	109	0.37	0.53
33-1000	Supervisors of Protective Service Workers	1,169	1,649	480	\$57.20	217	0.38	0.44
45-4000	Forest, Conservation, and Logging Workers	117	222	105	\$16.42	102	0.20	0.38
53-2000	Air Transportation Workers	1,029	1,069	40	\$49.13	44	0.33	0.35

53-5000	Water Transportation Workers	182	294	112	\$33.93	115	0.20	0.33
45-1000	Supervisors of Farming, Fishing, and Forestry Workers	107	150	43	\$21.86	40	0.21	0.29

Source: LIGHTCAST, 2023

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III. REGIONAL INDICATORS

The California Workforce Development Board has established “regional indicators” to assess coordination and measure progress within California’s 15 RPUs. The indicators serve to track processes and activities utilized by regions, providing a foundation for regional approaches that align with the needs of businesses in key sectors.

Regions must choose at least one of the following indicators:

Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.

Indicator B: The region has policies supporting equity and strives to improve job quality.

Indicator C: The region has shared target populations of emphasis.

Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

A. Regional Indicator and Associated Outcomes and Metrics

Members of the three WDBs that comprise the Orange RPU selected indicator A: *The region has a process to communicate industry workforce needs to supply-side partners.*

Indicator A encourages regions to examine supply and demand in key regional sectors and occupations. It requires workforce boards to understand employer demands such as skills, competencies, and the number of positions available in associated jobs. Indicator A asks regions to establish a benchmark around placement into these key jobs and work with supply-side partners to understand the demands and adjust their training services and recruitment as necessary. Supply-side partners refer to a range of potential regional workforce system partners, including community colleges, adult education providers, alternative training providers, human service agencies, and community-based organizations (CBOs). Aligning industry workforce needs and supply-side offerings is critical to understanding the opportunities in regional economies and overcoming the challenges associated with disconnected tracking and reporting systems between training and service providers and employers.

In accordance with guidelines provided in connection with Regional Plan Implementation grants administered by the State Board, regional outcomes and metrics have been established for Indicator A.

Outcomes

Outcomes and associated strategies and metrics have been established for the indicator.

Outcome 1: Region has developed benchmarks and measurements to track improvement in the number of individuals placed in jobs that align with the sectors and occupations emphasized in the Regional Plan. Target sectors include advanced manufacturing;

healthcare; information and communications technology, including digital media; and retail, hospitality and tourism.

Strategies to be used to achieve this outcome will include, but not be limited to, the following:

- 1.a. Identify a minimum of two demand job classifications per sector to track
- 1.b. Capture and record jobs to be filled in identified job classifications
- 1.c. Broadcast jobs to be filled via a regional website
- 1.d. Track enrollments in training for demand job classifications as reported in CalJOBS
- 1.e. Track placements made by systems partners using CalJOBS
- 1.f. Track year-over-year increases in demand job placements for target sectors that are recorded in CalJOBS, adding placements from non-CalJOBS users over time.

Metrics for this outcome are:

- 1.a. Number of Job Classifications for Which Information will be Provided to Supply-Side Partners: As a measure of effectiveness in identifying the workforce needs of industry, the number of jobs classifications or job titles that the region will track. This will be no less than two demand job classifications per each of the region's four target sectors.
- 1.b. Number of Demand Job Openings Captured: As a measure of effectiveness in identifying the workforce needs of industry, the number of jobs identified annually in the selected classifications.
- 1.c. Number of Demand Jobs Broadcast to Supply-Side Partners: As a measure of effectiveness in communicating demand to supply-side partners, the number of jobs broadcast to the partners.
- 1.d. Number of Individuals Trained for Demand Jobs as Reported in CalJOBS: As a measure of responsiveness to industry demand, the number of individuals enrolled in training to prepare them for demand jobs in target sectors. Initially, individuals tracked will be those reported in CalJOBS. Subsequently, trainees tracked through other data management system, will be included.
- 1.e. Number of Individuals Placed in Target Sector Demand Job Classifications: As a measure of responsiveness to industry demand, the number of individuals placed in demand jobs in targeted sectors. Initially, individuals tracked will be those reported in CalJOBS. Subsequently, placed individuals tracked through other data management systems will be included.

For each of the foregoing measures, year over year increases will be tracked and reported.

Outcome 2: Region has developed benchmarks and methods to track workforce partner professional development training on priority sectors and industry workforce needs.

Strategies to be used to achieve this outcome will include, but not be limited to, the following:

- 2.a. Distribute EDD monthly labor market information to partners
- 2.b. Provide professional development training for workforce system partners and staff that addresses the needs of target sectors and its demand occupations
- 2.c. Develop regional training reports for each target sectors
- 2.d. Track training participation
- 2.e. Survey training effectiveness and perception of knowledge gains

Metrics for this outcome are:

- 1.a. Percentage of Monthly Information “Blasts” Met: As a measure of efficiency in sharing information with supply-side stakeholders, 100% of planned monthly LMI and other sector-related information “blasts” to stakeholders will be achieved.
- 2.b. Number of Staff Development Training Sessions: As a measure of availability and access, the number of annual sessions during which staff can participate in training, whether in-person or through other modalities.
- 2.c. Number of Staff Development Training Participants: As a measure of impact on overall system capacity, the total number of WIOA-funded staff and workforce system partner representatives who annually participate in training.
- 2.d. Staff Development Training Participant Evaluation on “Ability to Apply Information Learned:” As a measure of customer satisfaction regarding training relevance and utility of information provided, 80% of participants will indicate that they can apply information learned to their work.

B. Impact of Indicators and Metrics on Service Delivery

Local workforce system leaders chose to concentrate their joint efforts on communicating industry workforce needs to supply-side partners. This indicator holds significant promise to increase the effectiveness of the workforce system in supporting businesses that are driving economic growth and creating opportunities for prosperity among workers in the region. The emphasis on supporting training and recruitment of workers for demand occupations within priority industries will increase the effectiveness of local boards, their providers, and system partners in developing and implementing sector strategies. Effects of local service delivery will include:

Building Greater Understanding of the Region's Priority Sectors: Frontline staff at America's Job Centers of California (AJCCs), which are administered by the three local workforce development boards in Orange County, have a working understanding of the four regional target sectors, as do the staff of many of the local workforce system partners. As a result of the training that will be provided in connection with the selected regional indicator, knowledge among staff regarding these key industries will not only be increased but also a greater shared understanding of the sectors among the system partners.

Development of Specific Sector Strategies: As measures established for the regional indicator require performance in terms of training and placement, the local boards will work together to develop specific strategies for recruiting new workers for each of the region's priority sectors.

Increased Collaboration with Training Providers: To meet the workforce needs for specific occupations with the four target industries, local workforce boards and other partners will collaborate more closely with community colleges, adult schools, and training providers to ensure that courses are available to address businesses' needs for trained employees and that curricula reflects industry input.

Improving the Framework for Information Sharing: As a core objective for the selected indicator is to communicate information from businesses to supply-side partners, structured protocols will be developed for sharing information through direct messaging and web-based postings. These efforts will provide a model for information sharing across the many organizations comprising Orange County's workforce development delivery system.

Strengthening Messaging to Businesses: Adopting the selected regional indicator will require the local boards and system partners to develop strong, consistent messaging around the specific strategies and services available to businesses to meet their talent sourcing and training needs.

IV. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

The local workforce development boards in Orange County and their workforce system partners are committed to supporting businesses of all types and sizes. However, central to the overall workforce development strategy for the region is a focus on industries that drive the economy. In addition to labor market information published by the California Employment Development, industry-specific information and intelligence are gathered from representatives of businesses in priority sectors and help to inform the content and quality of local workforce programs and regional initiatives.

A. In-Demand Industry Sectors for the Region

The Orange RPU has identified four priority sectors (or industry clusters), each with a substantial current and potential impact on the regional economy based on labor market information. Advanced manufacturing; healthcare; information and communication technology, including digital media; and retail, hospitality and tourism not only drive the county's economy but contribute to the growth and stability of other supporting businesses, industry sectors, and jobs that lead to economic self-sufficiency and advancement opportunities for Orange County residents.

NAICS industry codes included in each sector

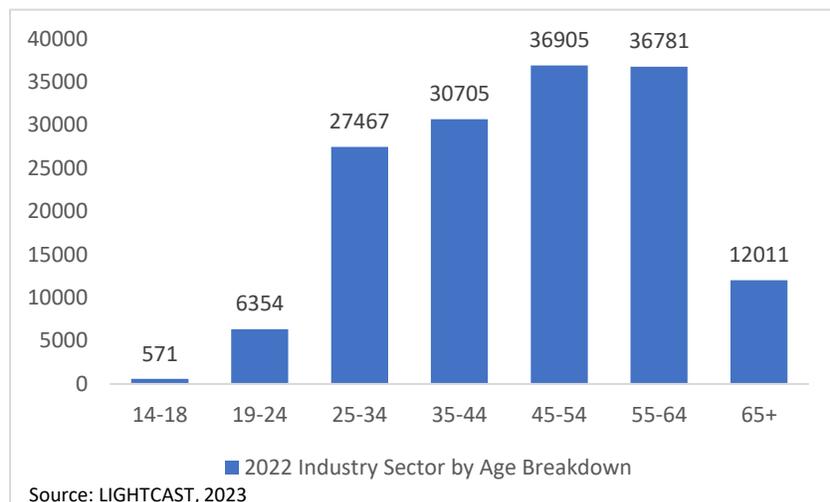
Industry	NAICS
Advanced Manufacturing	3241, 3251-54, 3259, 3271, 3279, 3311, 3313, 3315, 3331-3333, 3336, 3339, 3341-3346, 3351-3353
Healthcare	621,622,623
Information and Communications Technology (ICT)/Digital Media	51, 5415
Retail, Hospitality, & Tourism	44, 45, 71,72

Advanced Manufacturing

The advanced manufacturing sector has 150,795 full and part-time jobs. The average earnings per job in 2022 was \$118,252. There were 5,353 payrolled manufacturing businesses in the Orange County region in 2020. Manufacturing has been declining in the region; between 2017 and 2022, the industry declined by 4%. Nationally manufacturing increased by 1% for the same period. The expected change between 2022 to 2027 is -2%, with a loss of 3,423 jobs in the region. Automation, changes in skills required to perform new tasks, import competition, and a decrease in mobility are all reasons cited as contributions to the decline. Despite the declining jobs, advanced manufacturing is a priority in the Orange RPU due to the number of jobs and the impact on the local economy, given the sector's total gross regional product (GRP) of \$18.6 billion. The sector represents approximately 12.8% of the county's total GRP. The advanced manufacturing sector has highly specialized and growing advanced manufacturing subsectors in the county. Medical equipment and supplies manufacturing had a concentration in the Orange County region that is five times higher than typical in

other areas, with a location quotient of 5.72. Medical equipment and supplies manufacturing also increased jobs by 18% between 2017 and 2022, bringing the total employment in 2022 to 20,424. Other healthy and growing subsectors in the region are audio and video equipment manufacturing (LQ 4.86), apparel knitting mills (LQ 4.80), Cut and sew apparel manufacturing (LQ 4.10), manufacturing and reproducing magnetic and Optical Media (LQ 3.16), semiconductor and other electronic component manufacturing (LQ 3.11).

Manufacturing companies will need a skilled worker pipeline to fill new jobs and replace retiring workers in these specialized subsectors. Both regionally and nationally, the sector has an aging workforce. Workers 65 and older represent 8% of the workers, and 24.4% are between 55 and 64. Recruiting and retaining a high-quality workforce for



new technology-driving positions will be necessary for manufacturing innovation. There are multiple opportunities at various entry points for individuals with a high school diploma, who have completed a certification program, or who have earned a 2- or 4-year college degree. The top companies posting jobs in the last 12 months were Boeing (3,340), B. Braun (1,818), Edwards Lifesciences (1,334), AbbVie (1,042), and Johnson & Johnson (890).

Healthcare

The healthcare sector has 155,883 full and part-time jobs. The average earnings per job in 2022 was \$86,957. There were 11,939 payrolled business locations in the Orange County region in 2022. The industry growth between 2017 and 2022 was 10%, above the state's growth percentage of 9%. The expected change between 2022 to 2027 is 13%, with a gain of 19,906 jobs. The sector contributes \$18.5 billion in GRP, equivalent to 6.1% of the county's total GRP. The healthcare sector comprises several related subsectors and supporting industries, including ambulatory healthcare services, hospitals, and nursing and residential facilities. The healthcare sector is growing and continues to be a stalwart industry throughout the pandemic. Healthcare is one of the few recession-proof industries, with registered nurses being the top-posted occupation between January 2020 to 2021²⁵. This job posting trend continued between 2021 and 2022. Given the rapidly aging Orange County population, the sector is expected to be an ongoing driver of economic activity, increasing the likelihood that many residents will require more healthcare and related support services. The top companies that posted

²⁵ Lightcast, 2021, <https://analyst.lightcast.io/>.

jobs in the last 12 months were Providence (4,757), PIH Health (1,886), Tenet Healthcare (1,459), CareIn Home (1,408), and Kindred Healthcare (1,394).

Information and Communications Technology and Digital Media

The ICT/Digital Media (ICT) sector has 47,102 full and part-time jobs. Computer systems design services and software publishers have the highest positions in the county at 31,072 jobs combined. The average earnings for ICT jobs in 2022 were \$165,034. There were 4,605 payrolled business locations in the Orange County region in 2022. The industry declined between 2017 and 2022 by 2%. Expected job growth between 2022 to 2027 is 3%, with a gain of 1,595 jobs. The sector contributes \$17.2 billion in GRP, 5.6% of the county's total GRP. The technology sector accounts for a significant portion of Orange County's economic activity as economies, jobs, and personal lives become more digital and automated. The ICT sector develops innovative services and products that impact all regional industries. ICT applications can be seen in manufacturing with computer simulation and in the healthcare industry with the rise of telemedicine and telehealth. Remote work surged during the pandemic and is an enduring attribute of today's employment landscape. The ICT sector is one industry that has embraced remote work and hybrid work. The ICT industry is one of the industries where training and upskilling existing staff will be crucial in ensuring regional competitiveness. The top companies that posted jobs in the last 12 months were Disney (1,375), Verizon Communications (1,122), Anduril Industries (686), Spectrum (623), and Ingram Micro (610).

Retail, Hospitality and Tourism

The retail, hospitality, and tourism sector has 352,015 full and part-time jobs, making it the largest targeted industry in the region. The average earnings per job were \$46,455 in 2022. There were 19,865 payrolled establishments in the Orange County region in 2022. The number of jobs declined by 4% between 2017 and 2022. Jobs in the state and the nation declined by 5% during the same period. The expected change between 2017 to 2022 is a growth of 9% and 32,678 job gains. The sector contributes \$32.9 billion in GRP, 11% of the county's total. According to the Orange County Visitors Association, Orange County welcomed 50.2 million visitors who spent 413 billion dollars in 2019. Tourism is part of Orange County's DNA and was hit the hardest by the pandemic's effects. The sector is diverse and includes hotels, restaurants, entertainment venues, cultural attractions, sports parks, theme parks, food establishments, retail stores, and other venues. The highest numbers of jobs in 2022 were in full-service restaurants (60,044), limited-service restaurants (52,289), and amusement and theme parks (25,575). The top companies that posted jobs in the last 12 months were Marriot International (4,593), Amazon (3,020), Great Wolf Resorts (1,655), Disneyland Resort (1,621), and Starbucks (1,616).

Often the jobs within these industries are characterized by low wages. The industry has historically offered entry-level employment opportunities to new immigrants and candidates with a high school diploma. While many jobs exist in lower-paid, entry-level

classifications, there are many opportunities to secure positions offering higher compensation. The challenge is ensuring those in entry-level positions obtain additional job-specific and English-language skills necessary to qualify for promotional opportunities. Career pathway programs and incumbent worker training are workforce development strategies that can play an essential role in lifting people from lower-wage jobs.

B. Sector Strategies and Other Industry-Focused Initiatives

Orange RPU started the region's sector partnership work under a "Slingshot" grant funded by the California Workforce Development Board. The RPU engaged a consultant who is a national leader in the design and practice of next-generation industry engagement. This early work guided the launch of industry sector partnerships (ISPs) in the RPU's four priority sectors using the "Next Gen Sector Partnership" model. The first industry collaboration meetings occurred just before the COVID-19 pandemic. These meetings represented a starting point for partnerships to deepen and grow over the next several years. The RPU had participation from core partners, employers, chambers, and unions. While this work stalled over the pandemic, the Orange RPU Regional Organizer will continue to lead the sector partnership work, which has three-fold goals:

1. Conduct regular sector partnership meetings with employers to identify common industry priorities, address shared vitality issues, and understand hiring and training needs to create a pipeline of qualified candidates in growth industries and other promising sectors.
2. Develop workforce strategies in collaboration with adult education, community colleges, and other partners, including mapping career pathways, work-based learning, and apprenticeship programs.
3. Unify and coordinate business engagement efforts by all partners to minimize duplication of efforts, minimize employer fatigue, and promote systemic change that benefits each industry, its workers, and the community.

To address upward income mobility and improve economic self-sufficiency, continuous and authentic industry leadership and shifts in workforce strategies are needed to transition low-skill job seekers into middle-skill careers and address underemployment in the region. The pandemic has slowed the industry sector's work progress. The RPU remains committed to re-engaging employers and partners and building upon the industry sector work that was begun before the outbreak of COVID-19.

The RPU will work in close collaboration with the community college system through the Orange County Regional Consortium (OCRC) to convene industry leaders. OCRC provides a regional framework to communicate, coordinate, collaborate, promote, and plan career and technical education in concert with workforce and economic development in the Orange County region. OCRC represents nine community colleges and one stand-alone continuing education (noncredit) center within four community college districts. The

consortium has identified priority sectors, which are summarized below. Four of the community college sectors align with the Orange RPU priority industries. The RPU adjusted industry titles to match those of the community colleges to ensure that there is no confusion on the region's priority industries.

Priority Sectors for the OC Region

Sectors	Community Colleges	Orange RPU
Advanced Manufacturing	✓	✓
Advanced Transportation & Logistics	✓	
Life Sciences/Biotech	✓	
Business and Entrepreneurship	✓	
Energy, Construction, and Utilities	✓	
Healthcare	✓	✓
ICT/Digital Media	✓	✓
Retail, Hospitality, & Tourism	✓	✓

In partnership with OCRC, the Orange RPU will expand sector partnerships by working with Orange County chambers of commerce and other community and educational partners to identify additional core team members who will support strengthening industry sector partnerships. Orange County has many state, county, and civic organizations; four community college districts; twenty-seven K-12 school districts; California State University and the University of California systems; and numerous other public and private stakeholders vested in the workforce and economic development. Representing such a large number of stakeholders requires a great deal of commitment from the core group, which is committed to building deep, sustainable relationships that result in career pathways and a steady pipeline of workers within the identified priority sectors.

This core team will be responsible for developing and carrying out an action plan that provides a strategic and coordinated effort to unify business engagement efforts, identify and engage industry champions and other businesses, and support partner organizations. The core team will relaunch sector meetings to gather information about the challenges and opportunities. After the initial meetings, employers will be invited to regular meetings to set goals to address their needs and take action with the partners on those goals. Meetings and agendas will be business-driven, and actions taken will create a pipeline of qualified candidates who meet industry needs for in-demand occupations.

Managing sector partnerships will require a shared focus on the following:

- Training and skills development to bring new employees into specific industries and occupations
- Business development
- Incumbent worker training
- Labor market and industry research

- Restructuring work environments to improve recruitment, hiring, training, compensation, and retention strategies.
- Integrating two or more of these strategies in a multifaceted approach

C. Strategies to Communicate with Regional Employers

Most business contacts are made at the local level by the WDBs and the AJCCs. However, when the boards work with the same businesses across their jurisdictions, they make every effort to collaborate and coordinate messaging and service delivery. Such efforts have been common in rapid response, layoff aversion activities, and businesses establishing new operations in one or more Orange County communities.

To promote coordinated and cohesive messaging, the local boards have collaborated on developing a brand, Orange Workforce Alliance (OWA), to represent the RPU and regional interests and initiatives, including messaging to businesses and industry. A regional website (<https://orangeworkforcealliance.com>) provides an overview of services available from any of the three local boards and their partners for business customers, including human resources support, training and skills upgrading, labor market information, layoff assistance, outplacement assistance, and financial services. Launched in 2023, the OWA brand, its website, and collateral materials represent an effective strategy for communicating with employers throughout the region.

V. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

The local boards of the Orange RPU support the State Plan's focus on ensuring that workforce and education programs are accessible for all Californians, especially populations that experience barriers to employment. The region is committed to promoting access for everyone to training and services needed to prepare for careers that offer opportunities for long-term economic self-sufficiency and economic security.

A. Working with Businesses that Provide Quality Jobs

The Orange RPU is committed to identifying strategies that improve the workforce system, ensuring that it enables economic growth and shared prosperity for both businesses and workers. The California Workforce Development Board defines quality jobs as employment that provide family-sustaining wages, health benefits, a pension, worker advancement opportunities, and collective worker input and jobs that are stable, predictable, safe, and free of discrimination. The local boards are attuned to the pandemic's increased impact on residents in lower-paying jobs and the increasing national attention given to those in such jobs who face inequality. The RPU and regional partners will continue to work to move unemployed and underemployed individuals, especially those with barriers to employment, into higher-paying jobs with benefits.

Before the pandemic, Orange County's unemployment numbers were historically low. Unfortunately, low unemployment did not mean all Orange County residents were thriving. Based on one adult with no children, the MIT 2023 living wage standard in Orange County is \$23.66 an hour. Low-wage workers have suffered the most during the pandemic-induced recession. In 2020, 741,966 of the 1,805,612 jobs (42%) had an average wage of less than \$20.00 an hour. Most of these jobs (511,322) were held by minority workers, with Hispanics holding the largest share of these lower-wage jobs (46%). Massive job losses were concentrated among lower-wage retail, hospitality and tourism, and food service workers. Although we have recovered these jobs, there are large numbers employed in areas such as food preparation and serving related occupations (143,899) that make an average of \$16.34 an hour. Healthcare Support Occupations has 82,251 jobs as of 2022, with an average wage of \$17.40. The boards are committed to identifying career ladders and lattices, allowing upward mobility.

The region's targeted industry sectors show potential for family-sustaining wages but are not immune to offering lower wages. Such jobs comprise a substantial portion of the Orange County regional economy, given its large retail, hospitality, and tourism footprint. While some entry-level occupations in the industry have well-articulated career pathways to a job with self-sustaining wages, each profession provides foundational skills that will better qualify individuals for enhanced employment and income opportunities. Aspen Institute's work on sectoral workforce development strategies identified two fundamental approaches to helping people connect to better employment:

- 1) removing barriers to good jobs for low-income people; and

2) improving the quality of jobs in key sectors where many low-income people work²⁶.

The RPU and regional partners understand the importance of developing strategies that accomplish both. Through industry sector work, the RPU is committed to ensuring that workforce development services and job training provide a bridge to greater financial stability.

The Orange RPU understands its role in investing in and advocating for quality jobs. The RPU will develop a standard tool for determining job quality to assess what industries, companies, and jobs to target. The region will prioritize working with employers that provide quality jobs and those interested in improving their job quality and being part of moving low-wage workers into better-paying positions. Regional partners are committed to developing protocols that focus on engaging businesses that provide quality jobs or have an interest in improving job quality. The RPU will work with business leaders to ask questions and begin conversations around job quality, helping businesses understand how workforce investments can improve their competitive advantage.

Through sector work, the RPU will work with businesses and regional partners to identify entry-level positions and develop career pathways with multiple entry and exit points, ensuring individuals understand their path to self-sufficiency. The region will review high-road employment practices and strategies to design better jobs. The RPU will also target on-the-job and incumbent worker training funding toward quality jobs that provide upward mobility.

B. Shared Target Populations and Targeted Service Strategies

The one-stop delivery system provides the local boards and partners the framework to continue and advance discussions of how workforce programs can be more effective, efficient, and aligned. The RPU and partner organizations have identified and are currently addressing the needs of shared target populations, including English language learners, justice-involved individuals, individuals with disabilities, veterans, and disconnected and foster youth. During the development of the original PY 21-24 Regional Plan and its 2023 modification, a recurring theme in planning meetings was that organizations seeking to serve these populations would benefit from stronger linkages with other organizations doing the same or complementary work.

The RPU has regularly scheduled meetings to address service delivery and performance for these targeted groups. During the regional planning meetings, the local boards and partners shared promising practices to address English language learners' specific challenges. The group discussed two distinct subcategories, those with low skills and education and those with higher skills and educational degrees from other countries. The RPU and partners committed to reconvene to discuss how we can collectively improve

²⁶ Maureen Conway et al., *Sectoral Strategies for Low-Income Workers: Lessons from the Field* (Washington, DC: Aspen Institute, October 1, 2007), <https://www.aspeninstitute.org/publications/sectoral-strategies-low-income-workers-lessons-field/>

service delivery to English language learners and determine if other populations warrant different workforce development strategies to serve them more effectively.

C. Equity and Ensuring Equal Access to Training and Services

The RPU and regional partners will ensure historically unserved and underserved populations have equal access to regional sector career pathways and other services and support through sector partnerships. Through sector partnership work, the RPU and partners will have the opportunity to work with employers to create career pathways that help mitigate the many challenges vulnerable populations face in completing educational goals and moving into employment with family-sustaining wages. Workforce development programs and supports should not be designed as a one-size-fits-all solution. The populations we serve are diverse, and program designs should reflect this diversity if we are going to close the skills gap and combat economic inequality. Career pathways are also a service-delivery model that can close achievement gaps and advance racial equity by helping individuals build skills over time. Career pathways are a long-term approach to serving individuals with limited basic skills or other employment barriers that the local boards are committed to expanding.

Sector partnership work will also provide an opportunity for the RPU to address issues such as degree inflation that tend to exclude minorities from jobs during the hiring process. According to Manjari Raman, director of Harvard Business School's project on Managing the Future of Work, degree inflation refers to jobs that historically required more than a high school diploma or less than a college degree but now require a college degree²⁷. Explicitly requiring degrees for positions instead of the jobs' skills exacerbates the effect of racial disparities in educational achievement and eliminates workers who may have acquired the skills in other ways. Also, through sector partnership work, other hiring practices that disproportionately affect minorities, such as automatically excluding potential employees using criminal background checks and credit checks, can be discussed.

Another strategy that the sector partnerships will address is creating work-based learning programs and pre-apprenticeship programs. Pre-apprenticeships can be valuable for people of color who are historically underrepresented in apprenticeships. Work-based learning programs can provide vital formal access to employers that the population may not have had when relying on their existing professional and social networks.

Partners supporting the development of the PY 21-24 Plan and its biennial update consistently remarked on access issues, including how some lack access to nearby AJCC services and the lack of digital literacy and access to broadband services. The pandemic has exacerbated these issues. Partners describe how transportation and childcare needs, and a general lack of understanding of the services available, prevent a large percentage of those most in need of assistance from accessing them. The local boards recognize

²⁷ Morgan, Kate. "Degree Inflation!: How the Four-Year Degree Became Required." BBC Worklife, BBC, 28 Jan. 2021, www.bbc.com/worklife/article/20210126-degree-inflation-how-the-four-year-degree-became-required#:~:text=Cornett%20is%20a%20victim%20of,Managing%20the%20Future%20of%20Work.

that specific populations require more outreach and unique methods and strategies for locating, attracting, and retaining their participation in workforce programs. The Orange County WDB purchased a mobile unit equipped with 12 computers and a monitor outside for presentations. The mobile unit is accessible by wheelchair by using a lift. The unit serves as a one-stop mobile center for the Orange County community. The mobile unit is deployed to low-income communities, areas that are far from a comprehensive AJCC, and partner locations to increase access and awareness of services.

The boards and partner agencies will also explore additional referral agreements and processes with other organizations that can be engaged as partners to serve targeted people in their communities. Disadvantaged and vulnerable populations need increased support services, multiple service strategies, co-enrollment in additional programs, referrals to community service providers, and a team approach to succeed in the labor market.

Participants must have broadband internet access to complete enrollment applications, financial aid applications, and work requirements. Job openings are now almost exclusively accessible via the internet. Many job search websites are not fully accessible to mobile phone users. The digital divide between people with broadband internet access and those without access or cell phone-only access is also a huge barrier to accessing post-secondary education and entering the workforce. The RPU and regional partners have discussed the need for partners to address the digital divide collectively and are working with regional and statewide initiatives to address the issue.

VI. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

Orange County's three local boards have a long history of collaborating on sector strategies, and initiatives serving key groups and designing, developing, operating, and administering successful workforce programs. WIOA's focus on regional approaches and establishing RPUs in California have strengthened collaboration among the local boards. The boards within the region consistently strive to use limited resources as effectively as possible. The following is an overview of current and potential future efforts to achieve regional coordination and alignment of services, systems, and strategies.

A. Regional Service Strategies

The three local boards have executed a Memorandum of Understanding (MOU) to solidify their joint commitment to collaboration on workforce and economic development within the Orange County region through system alignment, integration of service delivery, and leveraging resources. Regional objectives include:

- Improve and enhance customer experience by ensuring staff receives ongoing professional development training and cross-training
- Meet the needs of employers by implementing and scaling career pathways
- Improve the quality of workforce services by strengthening alignment and partner connections
- Align investments in targeted populations and industry sectors
- Expand opportunities for businesses and job seekers to engage in integrated learning and work experience activities
- Share resources and braid funding to support regional goals and objectives.

One of the clearest examples of the strong work relationship among the boards is its collaboration on not just this Regional Plan but on a Unified Local Plan. With the state's establishment of RPUs under WIOA, Orange County's local boards became responsible for developing a four-year Regional Plan as a companion to their WIOA-required Local Plans. However, given WIOA's emphasis on regional collaboration, the Anaheim, Santa Ana, and Orange County WDBs elected to develop a Unified Local Plan to represent all three local workforce development areas.

As described, to create greater recognition for their regional work, in 2023, the three boards that comprise the RPU adopted Orange Workforce Alliance (OWA) as a brand. The brand is used to promote regional partners, targeted training, labor market data, support for businesses, and workforce services for adult job seekers and youth. The primary mission of the OWA is to support the alignment of resources between the workforce, education, and industry to meet regional workforce needs.

B. Regional Administrative Cost Arrangements

The three boards in the Orange County RPU collaborate on multiple projects, with one board or another acting as the fiscal agent for each project. At present, the RPU does not have any overarching cost arrangements, nor do the local boards intend to pool funds for administrative costs.

The boards represented by the Orange RPU are determined to better align workforce services with economic development, educational institutions, and business. The boards will consider administrative cost arrangements if they determine that they will enable the RPU to accomplish the region's objectives more efficiently.

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VII. PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24

During the development of the original PY 21-24 Orange RPU Regional Plan, the local boards, supported by the Regional Organizer, held a series of discussions with workforce system partners, stakeholders, and community members regarding key issues affecting workforce development programs and activities throughout Orange County and that touched on central content areas of both the Regional Plan and the three boards' Local Plan. Input resulting from planning sessions was embedded throughout the original PY 21-24 Regional Plan narrative. Since implementing the Plan, these recommendations have been the ongoing focus of exploration, development, and/or enhancement.

As part of preparing the biennial update to the Plan, regional leaders again engaged system partners and others in dialog regarding major workforce issues, particularly those reflecting the widespread effects of the pandemic. These discussions resulted in recommendations for various possible strategic initiatives and priorities as summarized below.

System Approaches and Protocols

The following stakeholder suggestions deal largely with matters involving the overall workforce development delivery system in Orange County and approaches that could be addressed regionally and by one or more of the three local boards.

1. Investment in skills and information for middle school and younger students is critical in developing a pipeline of youth who are knowledgeable about and ready to participate in career pathway programs.
2. Work-based learning programs, such as apprenticeships, can be used to address job applicants' skills gaps. While businesses want experienced candidates, many applicants lack the experienced requested. A viable solution to this problem lies in employers providing the needed experience through a structured approach to skills training and skills acquisition.
3. The workforce system should provide support to businesses of all types and sizes in becoming trainers. Many businesses could benefit from providing work-based instruction to new employees but need assistance in implementing effective models.
4. The workforce system partners should more closely collaborate with the K-12 system to increase the availability of workforce preparation information and activities for students.
5. Schools, parents, and the workforce development system can better inform young people about the full range of career pathways, including jobs that don't require a college degree.

Business-Focused Strategies

Many of the stakeholders providing input during the development of the 2023 Biennial Modification to the Regional Plan addressed matters regarding the various ways in which the workforce system provides support to businesses and how the pandemic has affected the needs of businesses with regard to training, hiring, and retaining new and existing workers.

6. Workforce system partners should take a more consultative approach in working with businesses, providing advisement and recommending strategies drawn from the partners' broad experience working with both demand and supply side customers.
7. Businesses need support not just with recruitment but with job retention. Businesses are experiencing tremendous costs from newly hired workers leaving companies within the first weeks or months of employment. Workforce system partners should provide companies with tools, strategies, and recommendations for messaging.
8. While many older workers have stayed in or returned to the workforce due to the pandemic, the impending threat of a "silver tsunami" is affecting more industries and job classifications. The regional workforce system should assess the worker replacement needs of their business customers and develop industry-specific strategies to recruit and prepare a pipeline of new workers.
9. Nearly all major industries and occupations are facing worker shortages. Businesses need support from the full range of workforce system partners in addressing these shortages and developing short- and long-range strategies.
10. The use of technology by businesses accelerated during the pandemic, but training for workers in technology skills has not consistently kept pace. The system partners should develop and implement a comprehensive strategy to address technical skills training needed by those seeking and applying for jobs.
11. Workforce system partners should assess whether they are sufficiently preparing workers for future jobs in addition to today's jobs.
12. Business services staff and organizations that support businesses in sourcing talent should assist businesses in evaluating and reassessing the requirements for jobs. For instance, is a college degree needed for many jobs requiring one? Is five years' experience an absolute requirement?
13. The workforce system's business services staff should assist companies, especially small employers, develop job descriptions. Accurate job descriptions will support businesses in more effectively messaging potential candidates about positions they want to fill.

14. By engaging more actively with all types of chambers of commerce, the workforce system can get better access to business intelligence from small businesses with unique needs.
15. Remote work and work-from-home models offer a good example of the changing workplace. The partners should identify skills needed for the new workplace and develop programs to teach these skills.

Job Seeker- and Worker-Focused Strategies

Several recommendations were received from stakeholders regarding services for job seekers and currently employed individuals.

16. Businesses are managing multi-generational workforces. Younger generations of workers have different values than their older counterparts and prioritize different aspects of their work lives. Workforce strategies should recognize and address generational differences in system customers.
17. While each generation of workers is entitled to its values and choices on the path within the labor market, workforce system partners should provide customers with information about the effects of frequent changes in employment on their career goals.
18. Many older workers remaining in or returning to the workforce need assistance upgrading existing skills and building new ones.
19. Workers need strong “social literacy” skills, as an essential requirement of work is building and maintaining effective relationships.
20. Workforce system partners should assist job seekers throughout their career exploration process in evaluating the “emotional quotient” of various types of work, as individuals who choose careers that align with their interests, aptitudes, and work-related values are much more likely to remain in these careers.
21. As workers’ attitudes have changed, so too have students’ values and priorities. Some students prefer in-person instruction, while others favor online courses. Education and training providers should make content available through various modalities to reach all individuals who need to develop their skills.

While the foregoing input remains relevant, leadership from the three local boards in Orange County has noted that many of the matters raised by stakeholders and community members are currently being addressed locally and regionally through various projects and initiatives. Throughout the remaining period of the PY 21-24 planning cycle, local boards, the Regional Organizer, and workforce system partners will continue to examine opportunities to address these priorities.

VIII. APPENDICES

Attachment 1: Stakeholder and Community Engagement Summary

Attachment 2: Public Comments Received that Disagree with the 2023 Biennial Modification to the Program Year 2021-24 Regional Plan

Attachment 3: Signature Page

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A. Stakeholder and Community Engagement Summary (Attachment 1)

To facilitate the engagement of stakeholders in planning for regional workforce development collaboration and the development of the PY 2021-2024 Regional Plan, the three local boards in Orange County hosted a series of discussions outlined in the table below.

Recommendations and other input resulting from these discussions is embedded within the content of the Orange RPU Regional Plan along with that of the local boards' PY 21-24 Unified Local Plan.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, phone, social media, local board websites, Eventbrite	WIOA Core Program Partners	76 individuals registered and 43 attended	The meeting was well attended by representatives from several core partner agencies. We had representatives from the local boards, adult schools, community colleges, conservation corps, job corps, community-based organizations, and housing authorities, EDD.
Email, phone, social media, local board websites, Eventbrite	CalFresh Employment and Training Partners	38 individuals registered and 27 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, Orange County Social Services Agency.
Email, phone, social media, local board websites, Eventbrite	Child Support Services Partners	27 individuals registered and 18 attended	The meeting was attended by representatives from the local boards, community colleges, community-based

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			organizations, Orange County Social Services Agency.
Email, phone, social media, local board websites, Eventbrite	Competitive Integrated Employment Partners	34 individuals registered and 28 attended	The meeting was attended by representatives from the local boards, community colleges, ROP programs, Goodwill Industry, City of Irvine Disabilities, and other community-based organizations.
Email, phone, social media, local board websites, Eventbrite	English Language Learners Partners	22 individuals registered and 19 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, adult schools.
Email, phone, social media, local board websites, Eventbrite	Re-Entry Services Partners	40 individuals registered and 24 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, State Parole, Orange County Sheriff, Mental Health Services
Email, social media, local board websites, Eventbrite	Community at large, Businesses, Chambers, Core Partners	66 individuals registered and 33 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, adult schools, Veteran Serving Organizations, EDD,

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			State of California WSB.

During the development of the biennial update to the Regional Plan, the local boards hosted a community and stakeholder forum on “*The Role of the Workforce System in Economic Recovery.*” This forum was held in-person on November 17, 2022.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, phone, social media, local board websites, Eventbrite	WIOA Core Program Partners, Community Members, Community Based Organizations, Education Partners	56 registered and 39 attended	The meeting was attended by representatives from several core partner agencies. We had representatives from the local boards, adult schools, community colleges, community-based organizations, and EDD.

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B. Public Comments Received that Disagree with the 2023 Biennial Modification to the PY 21-24 Regional Plan

The Orange RPU Regional Plan and the Anaheim, Santa Ana, and Orange County Unified Local Plan were posted online for a 30-day public comment period.

1. From: _____ Date: _____

Comment:

2. From: _____ Date: _____

Comment:

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C. SIGNATURE PAGE

ORANGE PLANNING UNIT REGIONAL PLAN

The 2023 Regional Plan Modification represents the Orange Regional Planning Unit efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act. This Regional Plan Modification is submitted for the period July 1, 2023, through June 30, 2025, in accordance with the provisions of WIOA.

LOCAL BOARD CHAIRS

LOCAL ELECTED OFFICIALS

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

COUNTY OF ORANGE BOARD OF SUPERVISORS

Signature
Teri Hollingsworth
Name
Chair, Orange County Workforce Development Board
Title
Date

Signature
Donald Wagner
Name
Chair, Orange County Board of Supervisors
Title
Date

ANAHEIM WORKFORCE DEVELOPMENT BOARD

CITY OF ANAHEIM COUNCIL

Signature
Joe Paquette
Name
Chair, Anaheim Workforce Development Board
Title
Date

Signature
Ashleigh Aitken
Name
Mayor, City of Anaheim
Title
Date

SANTA ANA WORKFORCE DEVELOPMENT BOARD

CITY OF SANTA ANA COUNCIL

Signature
Daisy Campos
Name
Chair, Santa Ana Workforce Development Board
Title
Date

Signature
Valerie Amezcua
Name
Mayor, City of Santa Ana
Title
Date