ORANGE COUNTY STRONG WORKFORCE PROGRAM 2016-2020 REGIONAL PLAN 2019-2020 UPDATE

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INTRODUCTION

The Orange County Regional Planning Team, along with regional Doing What Matters Key Talent, conducted a series of meetings and conference calls beginning in 2016 and continuing into 2019 to design a planning framework, with yearly updates, in response to the Strong Workforce Program (SWP). The primary goal of regional planning was to engage required stakeholders in discussion and assessment of regional labor market gaps, and to develop strategies to address the gaps. This dialogue and assessment has informed the development of the Region's formal SWP Plan and yearly regional allocations, which were reviewed by the Los Angeles/Orange County Regional Consortium's CEO Executive Committee, and approved by its Governance Council.

LAOCRC'S COMMUNITY COLLEGE DISTRICTS & COLLEGES (OC)

Coast Community College District

   Coastline Community College
   Golden West College
   Orange Coast College

North Orange County Community College District

   Cypress College
   Fullerton College

Rancho Santiago Community College District

   Santa Ana College
   Santiago Canyon College

South Orange County Community College District

   Irvine Valley College
   Saddleback College

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ORANGE COUNTY STRONG WORKFORCE PROGRAM REGIONAL PLAN (2016 – 2020)

1. ORANGE COUNTY STRONG WORKFORCE PROGRAM

California's Strong Workforce Program (SWP) is an initiative to expand Career Education (CE), also known as Career Technical Education, programs in the state's community colleges. To develop more workforce opportunity and lift low-wage workers into living-wage jobs, California took a bold step in 2016 to create one million more middle-skill workers. At the recommendation of the California Community College Board of Governors, former Governor Jerry Brown, and the Legislature approved the Strong Workforce Program, adding a new annual recurring investment of $248 million to spur career technical education (CTE) in the nation's largest workforce development system of 115 colleges.

Grouped into seven areas targeting student success, career pathways, workforce data and outcomes, curriculum, CTE faculty, regional coordination, and funding, this leading-edge state economic development program is driven by "more and better" CTE. The "more" is increasing the number of students enrolled in programs leading to high-demand, high-wage jobs. The "better" is improving program quality, as evidenced by more students completing or transferring programs, getting employed or improving their earnings.

The Strong Workforce Program focuses on data-driven outcomes rather than activities, along with an emphasis on innovation and risk-taking. In this way, colleges can be more responsive to labor market conditions and student outcomes.

This new ongoing funding is structured as a 60 percent Local Share allocation for each community college district and a 40 percent Regional Share determined by a regional consortia of colleges to focus on the state's seven macro-economic regions. The Los Angeles and Orange County region is one of the seven macro-economic regions, but unlike the other six regions, it must develop separate Regional Share plans for its two sub-regions: one for LA and one for Orange County.

The Los Angeles and Orange County Regional Consortium (LAOCRC) is charged with coordinating the planning and implementation of the program in the Orange County region. With nine community colleges and one stand-alone continuing education center, the community college system in Orange County educates thousands of students each year, in more than 100 Career Education programs, helping them build the comprehensive skillsets necessary to succeed, now and into the future.

2. PURPOSE

The purpose of the Orange County Strong Workforce Program is to enhance and/or expand Career Education programs, and in collaboration with partners, identify new programs or areas of educational opportunities that

can benefit all community college students in the county. These programs or areas of opportunity are grouped into regional projects, which have to go through a development and approval process every year.

3. GOVERNANCE STRUCTURE

Plans for regional projects developed every year have to go through an approval process that begins with nine Voting Members, representing the nine community colleges in the county; regional projects recommended by Voting Members are then shared with a CEO Executive Committee for initial review, and then sent to a Governance Council composed of the 15 Chancellors and Superintendents/Presidents of the 15 community college districts in LA and OC; the Governance Council is the final approving body for Strong Workforce Program regional projects and budget allocations.

4. WHO ENGAGED AND HOW?

A. Meeting Participants

In the initial planning stages, approximately 240 individuals attended three large region-wide SWP sessions: a Compression Planning session, a regional CTE Dean meeting, and a virtual regional session via conference call. These sessions have continued in subsequent planning years and have included California Adult Education Program (CAEP) representatives, business and industry representatives, K-12, Workforce Development Board (WDB) representatives, non-profit organizations, regional Doing What Matters Key Talent, including Deputy Sector Navigators (DSNs), Centers of Excellence (COE), and community college administrators and staff. The following is a description of planning meetings, which took place in the first planning year of 2016. Similar meeting processes have been implemented in subsequent years.

B. Planning Meetings

The first Orange County Regional Planning Meeting took place on August 31, 2016. This was a regional meeting of CTE Deans, who gathered to discuss the Strong Workforce Program, as well as develop the key priorities for the region. A regional template was developed to start collecting some preliminary ideas of regional projects, in essence, a project inventory list.

The second Regional Planning Meeting took place on October 12, 2016. At this meeting, the project inventory list was discussed, including detailed descriptions from those who had proposed projects, and the six priorities for the region were initially developed; these priorities were slightly revised in 2018:

1. Development of better data to make decisions and measure outcomes at the regional level (Data Driven Design Thinking and Local Data Accountability)
2. Job/Career Readiness - Job, apprenticeship, internship, contract/professional development, alumni development

3. Regional community college alignment with other initiatives such as WIOA, Chambers, OCBC, etc.
4. Efficient pathways development Middle School - HS -> college -> career
5. "Vertical sector over horizontal community college" alignment led by community college champion
6. Establishing protocols/strategies on how to collaborate better

The third Orange County Regional Planning Meeting took place on November 4, 2016, and it included an in-depth discussion of the 31 regional proposals that had been submitted up to that point. Although all 31 proposals had a level of merit and importance, there was a need to narrow them down to not just a smaller number, but also to areas that would most benefit the region and the students it served.

The fourth Regional Planning meeting took place on November 14, 2016; this was an all-day Compression Planning session, which narrowed the projects from 31 proposed projects to 8.

The fifth Regional Planning meeting took place on December 15, 2016. Project rankings from the Compression Planning session were revisited and four additional projects were added, bringing the total of regional projects to 12.

The sixth and last Regional Planning session took place on January 12, 2017. Timelines for completion of written plan and online project template were discussed, as well as alignment with WIOA plan, and the assignment of leaders for vertical sector projects.

Stakeholders and Partners in Planning

1. Workforce Development Boards (WDBs)
2. Adult Education
3. Local Educational Agencies
4. Interested Public Four Universities
5. Economic Development Organizations
6. Industry and Employer Leaders and Organizations
7. Chambers of Commerce
8. Governmental Representatives, including Legislative and Policy Makers
9. California Community College Association for Adult and Occupational Education
10. California Community College Chancellor's Office

Planning meetings engaging all required partners have continued in subsequent planning years: 2017-2018, 2018-2019, and 2019-2020.

Alignment with Mandated Partners

The sector priorities and projects proposed for SWP funding are "informed by, aligned with, and expand upon the activities of existing workforce and education regional partnerships." Specifically, the following sectors continue to be identified by the Orange County WIOA Regional Plan as WIOA priority sectors for

high-demand living-wage jobs. Many of these WDB sectors and related occupations overlap with sectors included in the Orange County Regional SWP plan and budget.

These priority sectors include:

- Health Care
- Information Technology
- Hospitality and Tourism
- Manufacturing Technology

The Region's SWP sectors and proposed projects also align with pathways and strategies identified by multiple regional CAEP consortia in their three year plans (2015-2018); K-12 pathways and initiatives, like California Partnership Academies (CPAs), Linked Learning initiatives, regional California Career Pathways Trust grants (CCPT); and regional workforce and education partnerships.

5. DATA ANALYSIS FOR THE REGION

At the beginning of 2016, Orange County's unemployment rate dropped to 4 percent and remained near this level for the first quarter, hitting an interim low unemployment rate of 3.6 percent in May. After starting in June 2016, nearly all California counties experienced a jump in unemployment rates, largely due to an influx of jobseekers re-entering the labor market and seasonal job losses in government and education.

As of August 2016, Orange County's unemployment rate stood at 4.4 percent, approximately 1.2 percent and 0.6 percent below state and national unemployment rates, respectively.

When compared to its peers, Orange County remains the stand-out performer in the region, growing 39,000 jobs in the last 12 months and registering the lowest unemployment rate out of all Southern California counties. Since August 2016, the strongest job growth has stemmed from Professional and Business Services (+11,400), Construction (+10,200), Educational and Health Services (+7,400) and Leisure and Hospitality (+6,700).

Since 2010, the strongest employment growth has occurred in the Construction industry, which added 35,300 jobs for a growth rate of 51.9 percent. Other high-growth industries include Professional and Business Services, Leisure and Hospitality, and Educational and Health Services, with employment growth of 53,900, 45,200 and 36,400, respectively.

During this period of steady growth, nondurable goods manufacturing—which includes products like food, beverages and clothing—was the only industry to shrink, likely a result of cost of living and regulatory climate factors, which make it challenging to stay competitive. While advanced manufacturing jobs in the durable goods sector have grown, nondurable goods manufacturing may not be able to remain competitive in Orange County compared to lower cost regions. Only investments in maintaining and growing an increasingly highly-skilled, trained manufacturing workforce, will reverse the downward trend in this sector.

According to Emsi Analyst by Economic Modeling Specialists International (Emsi) between 2013 and 2018, jobs increased by 11.4% in Orange County, CA from 1,619,803 to 1,804,433. This change outpaced the national growth rate of 7.8% by 3.6%. Orange Count jobs are projected to grow by 100,447 over the next five years.

The most important factor moving forward will be to ensure Orange County creates a higher proportion of high-skill, high-wage positions that provide above-average multiplier effects. Having high- quality employment positions will not only benefit the workers in the region by providing access to valuable employment positions, but will serve to attract more qualified workers to the area.

Orange County's position as an engine for economic growth and development in Southern California was made possible due to the clustering of several high-value industries in the region. Industries such as Advanced Electronics, Biotechnology, Information Technology, Advanced Manufacturing, Medical Device, and Healthcare represent key drivers of the Orange County economy, providing high-skill, high-wage occupations that support many county residents. Occupations within these high-growth industries also boast high-multiplier effects, creating additional supportive occupations or economic benefits that ripple across the county.

The Medical Device and Tourism/Theme Park industries are prime examples of Orange County's own world-class industry clusters.

Driven by a continually recovering economy, the Tourism cluster in Orange County added the most jobs between 2014 and 2015, increasing by 4.8 percent or 9,220 jobs. Increasing demand for housing and corresponding home construction, the Construction industry experienced the second highest increase in jobs ̄ up 9.7 percent, an addition of 7,906 jobs. The Healthcare sector ranked third with a 4.9 percent increase, an addition of 7,843 jobs likely resulting from the growing need for healthcare services by an aging population, as well as, from the implementation of the Affordable Care Act (ACA).

The Information Technology and the Biotechnology sectors, which represent the technological base of the county, saw an overall increase in employment of 1,208 and 2,650 jobs, respectively; a significant improvement over employment trends experienced the year before, which registered drops in employment for both of these industries. This increase represents the improving standing and competitiveness of Orange County as an innovation and research center.

Overall, the average salary for all major industry clusters in Orange County experienced considerable increases in 2015. The overall average salary for cluster employment in Orange County in 2015 was $66,962, an increase of 6.2 percent compared to 2014 salary averages. The highest increase in average percent salary over the past year occurred in Biotechnology, which increased significantly by 28.9 percent, largely driven by wage growth in one particular sub-industry group, Physical, Engineering and Biological Research. The second highest percent increase in cluster salaries was in the Transportation industry cluster, which increased by 9.1 percent, followed by Logistics and Transportation, which increased by 7.6 percent, and followed by Information Technology, which increased by 6.2 percent.

Orange County's employment growth in recent years is encouraging, but upon deeper inspection, creating enough high-skill, high-wage jobs is a challenge that the county is starting to face. A large portion of that employment growth has come from low-skill, low- wage sectors that provide lower overall multiplier effects to the economy. Additionally, as older generations remain in the workforce longer, many high-skill, high-wage occupations that should have become available due to retirements remain filled; stalling vertical career movements and progression for younger generations. This is especially relevant in areas which have a high number of older residents and where the cost of living is high, as older workers, especially

those hard-hit by the recession, attempt to recover the savings and investments lost during the recession by working well past the traditional date of retirement.

According to Burning Glass, a data analytics firm that tracks real-time employment information, Orange County had 424,075 42,490 job openings in 2018. The largest source of openings was in sales representative positions where there were 14,476 openings, followed by software developers with 13,484 openings, and retail salespersons with 12,699 openings.

Burning Glass also reports the most in-demand hard skills for job openings in the county were customer service, scheduling, sales, budgeting, and), bilingual fluency, usually in Spanish.. The majority of the most in-demand hard skills are primarily related to customer service and retail sales occupations.

The composition of the labor market for entry-level work is moving towards a new reality where a handful of hard-skills are required, and most young people who are leaving college with a degree that emphasizes soft skills are unprepared for this reality. This disconnect has created significant limitations upon supply for these skills, which directly impacts the potential opportunity for businesses to capitalize on these new technologies and expand economic activity. Although sustained employment growth is a welcomed sign of increasing economic activity in the region, it is also important to understand the occupational breakdown of this growth, so as to better understand the quality of jobs being created. While most peer regions also have an abundance of low-skill, low-wage employment, these positions create a unique problem for Orange County.

Many of these positions, especially entry-level positions, will have trouble being filled, as applicants may not be able to afford the high cost-of-living in the region. There seem to be three possible ways to remedy this disconnect: employers may have to increase their compensation and benefit packages; workers will have to find ways to increase earnings by improving valuable skills or perhaps additional income from new "sharing economy" gigs, or cost of living relief brought about primarily by increased housing supply in key areas leading to greater affordability. Absent a serious effort to address this problem, many individuals may calculate that living outside of the county is more optimal for their lifestyle than facing a long commute or spending a larger portion of their income on housing related expenses.

However, this future is not set in stone, as EDD projections do not always accurately predict the future. For example, between 2012 and 2022 customer service occupations were expected to grow by 5,480; yet, as of Q2 2015 the number of customer service occupations decreased by 1,270. A similar trend formed for retail salespersons, which the EDD expected to expand by 8,050 between 2012 and 2022; and, as of Q2 2015, actually contracted by a small amount.

These trends are likely the result of increased automation in these industries, especially customer service representatives, where businesses are using automated message services instead of actual people to handle customer questions and complaints. As automation technologies continue to improve and evolve, they will be increasingly implemented throughout a number of industries. Many entry-level, low-skill occupations are highly replaceable by automated solutions, further complicating the job market for the low-skill, low- wage labor market that often includes many of the entry- level positions.

In terms of absolute job growth, EDD projects that service-based occupations such as Retail Salespersons, Waiters/Waitresses and Food Preparation and Serving Workers will be the biggest job generators between 2012 and 2022. Despite these occupations providing a significant number of job openings, wage levels lag other occupational categories. Excluding General and Operations Managers, the majority of these occupations pay near the $20,000 level, well below the average Orange County salary. Despite increased salaries within these occupations that will come about due to rising minimum wage levels, it bears

mentioning these occupations are often entry-level jobs typically filled by younger individuals who have just entered the workforce or who are currently enrolled in educational or training programs.

While the majority of the occupations with the most projected job openings provide salaries below $40,000, General and Operations Managers occupations, which are expected to provide 10,420 job openings, provide annual wages of approximately

$114,000. Unlike the majority of the other occupations, though, General and Operations Managers occupations require significant work experience, skills, and expertise, as well as higher educational requirements. [1]

Primary Occupations by Job Openings in Orange County Regional Sectors

Health

- Registered Nurses
- Nursing Assistants
- Home Health Aides
- Medical Assistants
- Licensed Practical and Licensed Vocational Nurses
- Medical Secretaries
- Dental Assistants
- Dental Hygienists

Retail, Hospitality and Tourism

- Customer Service Representatives
- First-Line Supervisors of Food Preparation and Serving Workers
- Sales Representatives, Services, All Other
- First-Line Supervisors of Retail Sales Workers
- Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
- Insurance Sales Agents
- Food Service Managers
- Massage Therapists
- Recreation Workers
- Fitness Trainers and Aerobics Instructors

Information and Communications Technology/Digital Media

- Computer User Support Specialists
- Network and Computer Systems Administrators
- Maintenance and Repair Workers, General
- Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
- First-Line Supervisors of Office and Administrative Support
- Billing and Posting Clerks
- Bookkeeping, Accounting, and Auditing Clerks

- Paralegals and Legal Assistants
- Insurance Claims and Policy Processing Clerks
- Production, Planning, and Expediting Clerks
- Administrative Services Managers
- Graphic Designers
- Executive Secretaries and Executive Administrative Assistants

Advanced Manufacturing

- Machinists
- First-Line Supervisors of Mechanics, Installers, and Repairers

Energy, Construction and Utilities

- Carpenters
- Electricians
- Plumbers, Pipefitters, and Steamfitters
- First-Line Supervisors of Construction Trades and Extraction Workers
- Heating, Air Conditioning, and Refrigeration Mechanics and Installers
- Construction Managers
- Cost Estimators

Other

- Childcare Workers
- Teacher Assistants
- Hairdressers, Hairstylists, and Cosmetologists
- Automotive Service Technicians and Mechanics
- Loan Officers
- Preschool Teachers, Except Special Education
- Tellers
- Social and Human Service Assistants
- Heavy and Tractor-Trailer Truck Drivers
- Police and Sheriff's Patrol Officers
- Property, Real Estate, and Community Association Managers
- Bill and Account Collectors
- Loan Interviewers and Clerks
- Purchasing Agents, Except Wholesale, Retail, and Farm Products
- Real Estate Sales Agents

EXHIBIT 1: FIVE-YEAR PROJECTIONS BY ANNUAL OPENINGS (2015-2020)

Office & Administrative Support	2015 Jobs	5-Yr Change	5-Yr % Change	Annual Replacements	Annual Openings	Median Hourly Earnings
Office & Administrative Support	158,265	5,853	4%	2,901	4,167	$21.57
Health Care Practitioners & Technical	47,456	5,960	13%	1,107	2,300	$29.23
Sales & Related	77,665	1,889	2%	1,735	2,201	$23.86
HealthCare Support	35,002	6,684	19%	843	2,180	$18.61
Installation, Maintenance & Repair	48,944	2,511	5%	1,191	1,722	$23.88
Construction & Extraction	40,227	3,921	10%	672	1,457	$27.50
Personal Care & Service	28,471	2,682	9%	730	1,281	$16.29
Production	36,432	(137)	0%	875	1,033	$22.80
Business &	29,493	814	3%	739	969	$30.02
Management	24,073	773	3%	515	726	$33.92
Food Preparation & Serving	11,144	1,606	14%	338	659	$17.32
Education, Training & Library	17,789	733	4%	491	637	$17.44
Computer & Mathematical	20,135	1,492	7%	288	586	$36.83

Transportation & Material Moving	13,304	445	3%	269	355	$24.87
Protective Service	8,537	285	3%	260	317	$36.03
Architecture & Engineering	10,857	264	2%	232	293	$26.98
Legal	5,622	344	6%	132	206	$26.10
Community & Social Services	3,598	635	18%	79	206	$16.75
Life, Physical & Social Science	2,895	257	9%	118	174	$24.94
Building & Grounds Cleaning & Maintenance	2,147	74	3%	41	56	$20.18
Total, All Selected	**637,228**	**37,589**	**6%**	**13,985**	**22,061**	**$24.56**
Arts, Design, Entertainment, Sports & Media	15,171	503	3%	427	537	$20.62

Asset Map: Regional Partners and Resources

Orange County Business Council
Orange County Economic Vitality Council

University Of California, Irvine
Cal State University, Fullerton
Coastline Community College
Cypress College
Fullerton College
Golden West College
Irvine Valley College
Orange Coast College
Saddleback College
Santa Ana College
Santiago Canyon College

Orange County Department of Education (OCDE) Adult Education Programs
- North Orange County Regional Consortium for Adult Education (NOCRC)
- Rancho Santiago Adult Education Consortium
- Coast Adult Education Consortium
- South Orange County Regional Consortium (SOCRC)

California Department of Education
California Department of Finance
Employment Training Panel

Orange County Development Board
Santa Ana Workforce Development Board
Anaheim Workforce Development Board
California Employment Development Department
State Department of Rehabilitation
Goodwill of Orange County
Orange County United Way

Center for Demographic Research California State University, Fullerton
Institute for Economic and Environmental Studies, Chapman University
Chapman University A. Gary Anderson Center for Economic Research
Public Policy Institute of California

Renovate America

CleanTech OC

Orange County Biotech Education Partnership

Los Angeles/Orange County Biotechnology Center

BIOCOM Institute

Biotechnology Industry Association

U.S. Small Business Administration

Orange County Small Business Development Center

Asian Business Association of Orange County

California Manufacturing and Technology Association

Santa Ana Chamber of Commerce

Irvine Chamber of Commerce

Orange County Hispanic Chamber of Commerce

National Hispanic Business Women Association

Orange County Labor Federation

International Brotherhood of Electrical Workers

Los Angeles/Orange County Building & Construction Trades Council

IEEE Orange County Chapter

California Network for Manufacturing Innovation

Center for Applied Competitive Technology

6. LIST OF PRIORITY SECTORS

Regional Priority and Emerging Sectors:

The Orange County Sub-region focused on nine industry sectors during the first year of its regional planning process (2016-2017). Those sectors have now been updated, as the region went through a process to select new priority sectors in 2017.

Orange County Priority Industry Sectors:

- Advanced Transportation & Logistics
- Health
- Retail, Hospitality and Tourism
- Business & Entrepreneurship
- Information and Communications Technology (ICT) / Digital Media
- Energy, Construction, and Utilities

Additionally, the region identified additional sectors that were in alignment with economic priorities of the region and/or its sub-regions:

- Life Sciences/Biotechnology
- Advanced Manufacturing

The region decided to invest in these two sectors in 2019-2020 by dedicating funding to a hybrid Deputy Sector Navigator (DSN) position, with a focus in both LifeSciences/Biotechnology and Advanced Manufacturing. Additional funding has also being allocated to a Vertical Sector Lead project focusing in Manufacturing

OC Regional SWP Projects 16/17

Project	Project Name	Brief Project Description	Funded Allocation
1	Marketing	Develop a regionalized marketing effort that can be a resource for each college and customized for each college's program. Outcomes should include marketing materials for sectors, marketing coordination with regional colleges, and other resources.	$ 2,000,000
2	Regional Data Enhancement	The purpose of the Regional Data Enhancement Initiative is to significantly improve access to relevant data, including but not limited to LMI and other quantitative and qualitative information from multiple sources, and to expand the capability of analysis of that information specific to Orange County educational and workforce and economic development system. This expansion of the current resources will have an important impact on the ability of regional stakeholders to make timely decisions and plan accurately and efficiently. Regional Data Enhancement will add personnel and subcontracted research partners to the current LAOCRC as part of a common Data Center.	$ 130,000
3	CTE Instructor Professional Development and Mentorship	This project will provide the faculty and key talent the applied knowledge and skills to start, repair and design CTE programs to ensure they lead to well-paying high demand jobs. Facilitated workshop delivery of professional development that is team based, supported through professional coaching and facilitation and practical hands on application are sound practices for reinforced learning.	$ 200,000
4	Adv. Transportation and Automotive	Working with Cypress, Fullerton, Santa Ana, Saddleback, and Golden West, create an Orange County AutoTech Collaborative that markets the five CC automotive programs in the county. Work collaboratively to provide some portability and comparability of programs for both students and employers. Creat showcases, competitions, and joint projects in support of the car culture of OC. By determining the strengths and growth areas for each program, focus regional resources to create unique programs that meet the needs of the students and employers of the region.	$ 400,000
5	Vertical Sector Leadership & Support	Develop a regionalized sector support network for identified sectors. Identifying college champion who will become a resource to coordinate and support participating regional colleges. Working with DSNs, college champion would develop sector development and partnerships with K-12, industry, WDB, and other stakeholders. Outcome would focus on sector development, curriculum and program alignment, support structure. 5 Sectors chosen at 200K each: Health, Small Business, Global Trade & Logistics, Biotech, and Hospitality, Retail & Tourism.	$ 1,000,000
6	Regional NetLabs Project	Coastline Community College will host the LA/OC regional NetLabs project where colleges in the region will maintan ownership of their NetLab equipment, but would house them at the Coastline site; all of the members (who donated or did not donate equipment) would utilize the virtual lab services on a minimal annual fee basis to cover the ongoing network administrative support, replacement, and maintenance/opperation of the NetLab system. In essence, we would pool our equipment and let everyone use it.	$ 600,000
7	CyberPatriot	The CyberPatriot competitions meet a critical need for developing cyber skills and awareness in the K-12 segment. Coastline is proposing $165,000 of the regional funds to sponsor CyberPatriot competition activities at the current three colleges and increase to four colleges during the next competition season. Expenses to be covered for these competitions include Coordinator (+Benefits), 25 Mentors to help teams on a weekly basis, K-12 teacher/coach stipends, CyberPatriot Team Registration (25 high schools, 25 middle schools), food for the events, marketing, bus transportation for high school students, and the design and implementation of a competition scoring engine.	$ 350,000
8	Seamless Pathways from Non-credit to credit	The Seamless Pathways from Noncredit to Credit Initiative will create a regional resource for collaboration between Orange County's Adult Education providers and Community Colleges. In an effort for help students complete higher level certificates and degrees, the shared goal will be to significantly enhance, improve and align opportunities for students to seamlessly transition from noncredit to credit Career Technical Education (CTE) programs.	$ 350,000
9	Drone/Aviation and Engineering Technician (Robotics & Automation)	Drones/Aviation and Engineering Technician (Robotics and Automation) project will create a collaboration aligned to meet the evolving workforce and educational needs in three interrelated arenas: engineering technology and robotics, automation and the emerging technologies -- and associated occupational and educational opportunities-- of drones.	$ 1,000,000
10	Regional Website/"Catalog"	Several colleges are either considering the implementation of new course catalog technologies, while several colleges in the LA/OC region are already using CourseLeaf. The proposed project would consolidate and align these efforts in Orange County (and potentially in Los Angeles County). In addition, a shared CourseLeaf-generated web site with information sourced directly from college catalogs can provide much needed information for students on courses, certificates and degrees leading to Career Pathways – data that would be valuable to business, industry and regional partners.	$ 225,000
11	Energy & Sustainability Programs	The project is Year One of a multi-year plan that will address the needs of the regional economy in this sector. The plan includes industry engagement, regional advisories, curriculum enrichment/enhancement, updated equipment, professional development, career awareness and pathway development, and new and incumbent worker training.	$ 500,000
12	Orange County Biotechnology Partnership	Orange County Biotechnology Education Partnership: Four community colleges (FC, IVC, SAC, SCC) are collaborating closely to develop career training for high school and college students. The Biomanufacturing Technician Pathway is designed to educate technician-level professionals with the skills required to earn immediate gainful employment in the fields of technology that utilize the science of biology.	$ 282,078

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OC Regional SWP Projects 17/18 & 18/19

Project	Project Name	Brief Project Description	Year 1 (17/18) Funded Allocation	Year 2 (18/19) Funded Allocation
1	OC Strong Workforce Regional Research Analyst and OC Center of Excellence	Through the services of an OC COE Director and a regional SWP Regional Research Analyst, the region can benefit via the development of regular reporting on metrics, and ongoing recommendations based on regional statistical information; these regional statistical analysis and reports should inform not only current investments, but also future ones.	$ 340,000	$ 340,000
2	Data Specialist Pathway Creation	The Strong Workforce Recommendations call for "more" and "better" CTE programs for students. This project will improve the quality of CTE programs and aligns with Recommendations in the areas of Student Success, Career Pathways, Curriculum, and Regional Coordination.	$ 94,250	$ 212,350
3	CyberPatriot II	To provide a K-12 Cybersecurity Competition Pathway into regional community colleges. CyberPatriot is a national K-12 competition designed by the Air Force Academy Foundation. The program not only develops cybersecurity/networking skills, but also focuses on the development of students as collaborators.	$ 420,000	$ 420,000
4	NetLabs II	This project is to build out the Virtual Netlabs environment and provide virtual classroom access to colleges in Los Angeles and Orange Counties. Project includes centralization of NetLabs/Cisco equipment, support and installation for the equipment. The NetLabs virtual environment allows institutions to provide 24/7 access to a wide variety of software applications that are running in a virtual environment.	$ 430,000	$ 312,000
5	Biotechnology Consortia and Vertical Sector Lead	The primary purpose of the collaborative is to respond to the needs of industry, and establish best practices for collaboration and experimentation. Our goals is to build expert networks throughout the county and provide well-trained, skilled and educated interns and employees for our workforce. The goals is to create sustainable projects at all the colleges within the consortium.	$ 635,193	$ 635,193
6	Automation Pathways: Multi-Sector	Automation Pathways Project creates an initiative that addresses employers' needs for a highly trained Automation workforce. Labor market demand is strong. The project addresses estimated demand of 3,200 job openings annually in the LAOC region, with median hourly earnings ranging from $19 to $37.	$ 385,000	$ 355,000
7	Regional Career Education Marketing and Branding	To develop a coordinated statewide marketing and branding effort. Orange County intends to participate in the statewide effort, but also needs to develop and implement a plan that addresses the needs of the region. Regional and Statewide Marketing and Branding (Awareness & Outreach), Story Mapping (Interest Development and Information Provision) and OC Career Café (Information Refinement and Contact Identification).	$ 2,000,000	$ 2,000,000
8	Orange County Regional Work-Based Learning and Job Placement (WBLJP) Project	The regional project will research, design, and develop long-term sustainability for a virtual regional platform and partnerships to address career services, work-based learning, internships, job placement, and employer engagement.	$ 1,103,418	$ 1,383,856
9	K12 – Community College Crosswalk Enrollment Tool	Designed and developed through a K-14 multi-institution effort funded by the OC Career Pathways and the Orange County Department of Education, this proposal will allow for the completion and implementation of the K12 –Community College Crosswalk Enrollment Tool, and provides a strong competitive advantage to the encroachment of private technical colleges. In addition to the traditional cost advantage, the Crosswalk Student Alert system is not available to private institutions.	$ 350,000	$ 300,000
10	Pathways and Early College Credit Regional Scale Up	The Pathways and Early College Credit Regional Scale Up project views K-12 and college partnerships as instrumental for efficient pathway development and taking action on shared regional interests. Regional colleges can realize significant growth in enrollments and completions through dual enrollment and early college credit programs; however, they need better data and analytic insights to successfully implement, manage, and improve pathways, and specifically address the equity and achievement gaps among traditionally underrepresented and under-resourced student groups.	$ 930,600	$ 825,000
11	Next Gen Drone and Autonomous Systems Technology Collaborative	The project aims to support partner regional colleges in developing and refining both transfer degrees and programs that support students in moving through community colleges and on to four-year institutions. Potential transfer programs and articulations with local four-year institutions include engineering technology, aerospace and industrial technology, and entrepreneurship.	$ -	$ 600,000
12	Vertical Sector Lead: Allied Health	This project provides support to colleges in the region that provide allied health instruction, with the intent of creating awareness of available programs, assist students to determine colleges that meet their training needs, community awareness, and the development of educational, industry and government partnerships for the region.	$ 300,000	$ 300,000
13	OC Careers in Education Pathway Collaborative (CIE Pathway Collaborative)	The CIE Pathway Collaborative will be two-fold; 1) to expand and strengthen Careers in Education Pathway programs across the region's nine community colleges as defined above and, 2) create a consortium of the nine Orange County community colleges, their potential high school partners, and CSU Fullerton.	$ 747,072	$ 975,458
14	Multi-Sector Enrollment Concierge Program	Design and development of the Multi-Sector Enrollment Concierge Program for Orange County. The objective of the program is to increase enrollment for the priority programs for participating schools by providing potential students with a comprehensive, personalized career exploration and mentoring service. A second objective is to provide a platform (text- and call-based) to quickly respond to enrollment questions and ensure that potential students have adequate information to enroll and attend an Orange County school.	$ 818,700	$ -
15	IT Fundamentals - Dual Enrollment Course	The purpose of this project is to develop a course that will serve as a pathways entry course for programs in the Region that are focused on career paths that lead to employment in a profession identified in the SOC Codes listed below, and lead to student attainment of the CompTIA IT Fundamentals certification based upon the new exam objectives detailed on the CompTIA site.	$ 72,500	$ -
16	National Cyber League - Community College Student Cybersecurity Competitions	Provide funding for community college students to participate in a "capture the flag" cybersecurity competitions that are developed by the National Cyber League, a non-profit organization designed to provide a competition that broadens the qualifications enabling college students who are not fulltime to participate (CCDC competitions limited to full-time students).	$ 74,075	$ -
17	Drones Project Augmentation (please see project #11)	The project aims to support partner regional colleges in developing and refining both transfer degrees and programs that support students in moving through community colleges and on to four-year institutions. Potential transfer programs and articulations with local four-year institutions include engineering technology, aerospace and industrial technology, and entrepreneurship.	$ -	$ 200,000

OC Regional SWP Projects 19/20

Project	Project Name	Brief Project Description	Funded Allocation
1	CyberPatriot 19-20	This project is to provide a K-12 Cybersecurity/ICT Pathway into regional community colleges and to inspire and motivate student to pursue studies and training in ICT areas through the well-known national CyberPatriot Program and the C-STEM OC (Computing, Science, Technology, Engineering and Math Orange County) Program that integrates learning in programming, robotics, and Digital Media. C-STEM is a UC a-g approved educational program developed by UC Davis. Between the CyberPatriot Program, the C-STEM OC Program, and related Cybersecurity competitions supported by this project, middle school, high school, and college students gain a diverse and rigorous learning experiences that combine hands-on learning, critical thinking skills and teamwork skills.	$ 322,000
2	VSL Health	The allied health sector has many opportunities and challenges. Positive LMI suggests that there is a continued need to train and support this sector's workforce. This project works in conjunction with the regional DSN to identify needs and to provide resources to the colleges that have allied health programs. The OC colleges provide different programs to meet the needs of the region. While the DSN supports and coordinates the efforts of the colleges, the regional sector benefits from regional professional development and collaboration, sector advocacy, resource sharing, and local college support.	$ 368,000
3	VSL Automotive Collaborative	The automotive industry is changing rapidly. Technology and innovation in the sector is integrating STEM and critical thinking skills into current and future automotive curriculum. In regional SWP round 1, the five OC CCs came together to coordinate foundational curriculum, upgrade faculty knowledge and skills, develop industry contacts, and improve instructional resources. The objective of the automotive collaborative is to improve regional programs so that students are prepared to enter the workforce. This Round 3 proposal intends to continue to build a coordinated regional automotive collaborative that supports local college programs and works with the regional automotive DSN.	$ 276,000
4	Automation Pathways: Multi-Sector	This Multi-Sector Regional Automation Pathways Project creates an initiative that addresses employers' needs for a highly trained Automation workforce. Labor market demand is strong. The project addresses estimated demand of 3,200 job openings annually in the LAOC region, with 1,416 openings in Orange County, with median hourly earnings ranging from $16 to $37. Supply/Demand in Orange County is 491 annual completers versus a demand of 1,416. Anecdotally, Siemens, a major manufacturer, reports 3,000 consistently unfilled jobs nationwide and significant difficulty in finding qualified applicants.	$ 578,680
5	OC Biotechnology Regional Collaborative	The Orange County Biotechnology Education Partnership (OCBE) is a novel, joint effort by four colleges that was initiated in response to the educational and vocational needs of the respective communities. OCBE has been guided by academic and industry advisors, with annual Advisory Board meetings since 2012. Since then, the colleges have established modern biotechnology programs and acquired the necessary infrastructure, including dedicated laboratories and state of the art equipment. An extensive, ongoing collaboration between the four colleges has resulted in aligned curriculum, coordinated course development, common faculty training sessions, OCBE website, and shared resources.	$ 594,859
6	VSL Advanced Manufacturing	The region elected not to designate a regional DSN in advance manufacturing; however, the sector has a horizontal impact on many other designated priority sectors. Many sectors build products or devices that require advance manufacturing. Therefore, this proposal recommends a college being the vertical sector lead for advance manufacturing.	$ 460,000
7	Cloud Computing - A Faculty Driven Approach to Learning Content Evaluation of Amazon Web Services (AWS) Academy Program and Related Certifications	his project leverages the framework of the new "Amazon Academy" program designed to provide colleges with the opportunity to utilize learning content developed by Amazon that specifically relates to Amazon Web Services (AWS), a virtual technology solution commonly known as the "CLOUD", for a variety of information technology services. The project is similar in nature to the recently announced program developed through a collaborative arrangement by nineteen (19) Los Angeles community colleges (see http://bit.ly/la-amazon-collaborative), with a key foundational acceptance. With this project, faculty will be taking advantage of the Academy program to determine if the Academy's learning content is of sufficient rigor to provide learning skills that will enable our students to: Obtain an entry level position in IT related jobs where businesses, industry, and government entities are currently utilizing cloud computing or plan to do so in the future. Enhance their current IT skills relative to their current job role to include cloud computing.	$ 73,600
8	NetLabs 19-20	This project is to build out the Virtual Netlabs environment and provide virtual classroom access to colleges in Los Angeles and Orange Counties. Project includes centralization of NetLabs/Cisco equipment, support and installation for the equipment. NetLab is a program that is hosted on hardware infrastructure (servers) which runs virtual computers and equipment in specifically designed networks to assist students learning cybersecurity, networking, and computer infrastructure related courses such as Cisco VMware, and CompTIA - all of which are in high demand for skills in the workforce.	$ 138,000
9	TalentED Story Maps: Regional Implementation	This implementation project is seeking regional funding from the Strong Workforce Program to enhance the success of TalentED development efforts by insuring effective integration and scale up. Configured using geographic information system (GIS) story map templates, TalentED presents informational, interactive maps, videos, and statistics on employment, earnings, housing, and other geo-enabled data that empower students to identify and pursue pathways to personal and financial success.	$ 492,645
10	Biotechnology/Manufacturing Deputy Sector Navigator	Biotechnology/Manufacturing Deputy Sector Navigator (DSN) in the Orange County region will help boost enrollment in the programs through high school outreach and other means. They will increase industry engagement with the OC Community College students. They will help ensure students jobs in the industry upon completion of the programs and thus increase the success metric for the programs. Having someone dedicated to this role to work with faculty will enhance the outcomes and make it sustainable. The program shall collaborate with other public institutions, align resources to foster cooperation across workforce education and service delivery systems, and build well-articulated career pathways. The program shall be outcome orientated and accountable, measuring results for program participants, including students, employers, and workers.	$ 334,070
11	Business+Entrepreneur (BUS+ENT) Vertical Sector PROJECT	The BUS+ENT Vertical Sector PROJECT OC resource proposal is focused, reasonable and achievable. It is based on documented evidence: 1) the track record of success of the current round, where actions became accomplishments, and, 2) the highest job growth/openings for Middle-Skills 2018-23, OC FTES, OC Awards (c.f. Supporting Evidence, Reference 1, DWM Sector Data, Orange County). With this firm foundation, the proposal emphasizes specific objectives aligned with state, regional and sector priorities, while attending to scalability, sustainability and a culture of collaboration. It is also about service: no matter what the sector or field, everyone works for or runs a business/enterprise. These actions cross all sectors and touch all our students, most of whom are also employees.	$ 293,020
12	K12-Community College CTE Crosswalk Enrollment Tool: MyPathwayOC	This tool connects and aligns the pathways in the Orange County K12 high schools to the related pathways in community college. This is done aligning the K12 Industry Sector and Pathway codes and the community college 4-digit TOP codes. As high school CTE students, parents, CTE teachers and/or counselor are informed of the possible opportunities for further education, key information to be shared will include: 1. What community college programs are related to the high school pathway student? 2. What courses will I need to take? 3. How long will it take and how much will it cost? 4. What occupations do these programs prepare you for and who much do they earn? 5. How much demand is there for these occupations?	$ 400,631

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8. AGREED UPON OUTCOMES / METRICS

A single outcome/metric was identified for the regional planning efforts in 2016-2017: Enrollment. In subsequent years, other outcomes/metrics were considered in the development and selection of regional projects to reflect the SWP Incentive Funding Formula:

1. Economically Disadvantaged Students
   a. Awarded a BOG waiver
   b. Awarded a Pell Grant
   c. Identified as a CalWORKS participant
   d. Identified as a participant in WIOA
   e. Reported as economically disadvantaged

2. Progress
   a. Attainment of 9+ credit CTE units or a noncredit workforce milestone (completed a noncredit CTE course or had 48 or more contact hours in a noncredit career education course)

3. Credential Attainment
   a. BA/BS
   b. AA/AS/AD-T
   c. CO – approved certificates
   d. Noncredit certificates of at least 48 contact hours

4. Transfer
   a. CTE students who transferred to a four-year institution (12 unit threshold to be included)

5. Employment in job related to field of study

6. Earnings
   a. Median annual earnings, beginning in the 1st quarter after the end of the academic year in which the student exited the community college system (summing all four quarters in the year)

7. Earnings Gain
   a. Compare earnings in the 2nd quarter before most recent continuous employment (using the MIS definitions for a first time or returning student) in the community college system to the 2nd quarter after the end of the academic year in which the student exited the community college system.

8. Living Wage
   a. Attained a county-level (where district office is located) living wage

9. AGREEMENTS ABOUT FUTURE ENGAGEMENT

After submission of regional plans, monthly meetings (virtual and in-person) have been organized to provide updates on plan's progress, and to solicit input/feedback from all required partners.

A. PROCESS FOR ANNUAL UPDATE

Annual planning will begin in late summer/early fall of each year to ensure the proper updates are included towards the beginning of each calendar year.

B. PROCESS TO DEVELOP A NEW PLAN EVERY 4 YEARS

The process to develop a new plan will begin in Spring of 2020 and will conclude in early Fall, so that adequate time is allowed for public input and submission to the CCCCO by January 31, 2021.

C. FUTURE CONSIDERATIONS FOR DEVELOPMENT OF SUBSEQUENT PLANS

The Orange County Regional Planning Team determined the following areas would be included in subsequent discussions:

1. IMPROVING OPPORTUNITIES FOR STUDENTS IN CAREER PATHWAYS IN REGION'S SECTORS
   Examining and prioritizing strategies to:

   a. Implement clearer processes and procedures into career pathways, and enhance articulation and remove barriers
   b. Identify, design, simplify, align and market career pathways
   c. Improve coordination between K-12 and community college counselors
   d. Improve professional development for counselors on CTE
   e. Increase outreach to traditional and non-traditional students, CTE counselors, K-12 and parents by creative marketing and education both internally and externally
   f. Add portable and stackable certificates as well as skills badging
   g. Provide more on-ramps and off ramps to pathways, such as Adult education and noncredit programs
   h. Provide additional counseling, communications and instructional support and basic skills, for example boot camps, bridge programs and just in time instruction, and incorporate more lab-based and project based learning

2. COORDINATING BETWEEN JOB PLACEMENT, INTERNSHIPS, AND REGIONAL INDUSTRY ENGAGEMENT
Prioritizing and implementing the following:

   a. Capturing existing success with internships and job placement (by faculty) through regional advisory committee process
   b. Identifying and sharing best practices implementation on regional scale
   c. Improved engaging and alignment with Workforce Development Boards, Chambers of Commerce, K-12 education and industry and business partners, and other stakeholders, and with DSNs
   d. Implementing a common data system
   e. Enhancing coordination between non-credit and credit for internships and externships

3. IMPROVING OUTREACH TO INDUSTRY INFORMATION AND CO-INVESTMENT IN CAREER EDUCATION
Improving outreach through the following strategies:

   a. Enhancing connections with regional advisory boards, chambers of commerce, associations and other stakeholders, including contract education
   b. Develop innovative ways to engage employers, such as on-campus events and competitions, providing faculty externships and increasing work- based learning
   c. Provide funding for student and faculty activities
   d. Combining OCBC economic and workforce efforts with LAOCRC to have businesses join us to discuss their needs