

**Good Jobs Challenge Executive Summary**

The Orange County Technology Talent Hub (“OC Tech Talent Hub”) will build a diverse, tech-enabled, and future-ready workforce in Orange County. This industry-led effort, strengthened by community partners, will equip residents with critical technology and employability skills for quality jobs in Information Technology (IT), Advanced Manufacturing, and Healthcare Technology. **Over 5 years, the OC Tech Talent Hub will train 10,000 residents and place at least 5,000 of them into jobs committed by partner companies, resulting in wage growth of 60-270% for participants. The total budget is \$24 million, to be allocated across the regional ecosystem training and support partners.**



The OC Tech Talent Hub’s vision is two-fold: (1) to **train and place talent into quality technology jobs** that address both immediate and long-term market needs and (2) to **support career mobility** to higher-paying jobs by upskilling workers in specialized, industry-specific technology. To ensure that talent development remains in sync with evolving industry needs over the long-term, the OC Tech Talent Hub will follow a continuous process as laid out in its Strategic Loop (see figure to the left) that moves from skills identification to developing and placing talent with those skills in high-paying jobs.

The following guiding principles of the OC Tech Talent Hub guide the approach, decision-making, and allocation of resources.

1. **Industry-led**, leveraging our large network of CEOs and Executive Talent Leaders in the private sector to lead the vision, development, and delivery of training programs.
2. **Data-driven**, leveraging data to identify critical skills needed in the market, propose programs that will uniquely meet those needs, and track outcomes over time.
3. **Equitable**, providing equitable access to quality jobs for underserved communities.
4. **Sustainable**, developing a robust talent pipeline and implement a revenue model to ensure long-term viability beyond the lifetime of the grant.

The OC Tech Talent Hub approach targets three sectors: Information Technology, Advanced Manufacturing, and Healthcare Technology. CLAOC is the System Lead Entity and Backbone for the IT sector, Saddleback College is the Backbone for Advanced Manufacturing, and Futuro Health is the Backbone for Healthcare Technology. Each industry has a set of target skills, technology skills, and employability skills that map out the training strategy as well as five year goals and success metrics.



**Job and wage impacts**

In five years, the OC Tech Talent Hub’s goal is to train 10,000 Orange County residents and gather commitments from employers in the system for at least 5,000 opportunities that ensure full-time, quality jobs. For the 3-year lifetime of the grant, the goal is to train 4,100 residents and gather at least 1,700 employer commitments. To determine feasible targets for participants, CLAOC leveraged the data-driven approach in ensuring accurate and feasible targets. CLAOC benchmarked against historical enrollment data for existing certifications relevant to the target occupations. To set targets for committed job placements, CLAOC first analyzed projected annual job openings to assess how many jobs could be expected in Orange County over the next 5 years. Given the top

10 employers in each of the IT, Healthcare Technology, and Advanced Manufacturing sectors had approximately 7,000 combined unique job postings in **only one year**, the OC Tech Talent Hub could feasibly place 1,000 per year on average (5,000 total in 5 years) into those jobs. Finally, to set 3-year targets, CLAOC accounted for a ramp-up period to reach full capacity of training programs. Based on the wages for the target occupations in each industry (which are high-paying and have quality benefits) and the current weighted average per capita income of underrepresented populations in OC (approximately \$30,000), projected wage growth is 170% to 270% for IT, 110% to 180% for Advanced Manufacturing, and 60% to 120% for Healthcare Technology.

The tables below outline the specific skills training needed for each sector, training targets, job placement targets and wage growth estimates. This includes targets by demographics to ensure the programs are equitable in supporting those who are most in need for training and job placement.

Sector	Target skills	Technology skills	Employability skills	5-year goals
<b>Information Technology</b> 	Cross-functional technology skills	Machine Learning and AI	Data eng. and analytics	<b>5,700</b> people trained <b>2,700</b> committed jobs <b>170-270%</b> wage growth
		Cybersecurity	Cloud infrastructure	
		DevOps / DevSecOps	Software development	
<b>Advanced Manufacturing</b> 	Advanced Manufacturing technologies	Industrial automation	Robotics	<b>2,800</b> people trained <b>1,800</b> committed jobs <b>110-180%</b> wage growth
		Mechatronics		
<b>Healthcare Technology</b> 	Healthcare technology and informatics	Healthcare data analytics	Medical records management	<b>1,000</b> people trained <b>500</b> committed jobs <b>60-120%</b> wage growth
		Cloud infrastructure	Cybersecurity	
	Patient care technologies	Medical records management	Telenursing technologies	<b>500</b> people trained
	Remote patient monitoring			

	Year					TOTAL	
	Year 1	Year 2	Year 3	Year 4	Year 5	3-yr	5-yr
<b>Trainees (total and by demographics)</b>	<b>850</b>	<b>1,280</b>	<b>1,720</b>	<b>2,450</b>	<b>3,200</b>	<b>4,050</b>	<b>10,000</b>
Hispanics (45%)	380	580	770	1,100	1,440	1,820	4,500
Black, Asian, Native American, and Pacific Islander (28%)	240	360	480	690	900	1,130	2,800
Women (50%)	430	640	860	1,230	1,600	2,030	5,000
People with Disabilities (4%)	30	50	70	100	130	160	400
Veterans (1%)	10	10	20	20	30	40	100
Disconnected Youth (4%)	30	50	70	100	130	160	400
<b>Job Placements (total)</b>	<b>270</b>	<b>550</b>	<b>930</b>	<b>1,325</b>	<b>1,925</b>	<b>1,750</b>	<b>5,000</b>

### CLAOC's Ecosystem Approach

CLAOC is a cross-sector coalition of Orange County CEOs, Executive Talent Leaders, and business leaders committed to a common vision of building “a thriving OC for all” by cultivating the region into a premier, inclusive, and innovative talent hub. CLAOC has developed a strong value proposition for employers in the region and has secured additional support across each sectoral partnership through over 200 conversations

with regional stakeholders and by hosting 4 industry roundtables. CLAOC has confirmed support from 54 entities in the region, including employers, governmental entities, and a diverse network of education and non-profit partners in the region.

The figure below outlines the key roles and responsibilities of each part of the ecosystem needed to successfully achieve the goal of the OC Tech Talent Hub.

Responsibilities		Employers	Educators	Community Orgs	Govt. Entities <sup>1</sup>	Labor Unions
Skill Identification	Collaborate with partners to identify in-demand roles and labor gaps in the region	✓	✓	✓	✓	✓
	Assess skill requirements for in-demand jobs and align to stages within career pathways	✓	✓			✓
Training Program Design	Collaborate with partners to set system vision for training programs and curricula	✓	✓	✓		✓
	Assess viability and design of academic programs that may be offered across career pathway	✓	✓			
	Assess viability and design of employer programs that may be offered across career pathway	✓	✓	✓		✓
Community Outreach	Identify displaced and underserved workers that could benefit from training programs	✓	✓	✓	✓	✓
	Establish career exploration events for K-12 students and families	✓	✓	✓		
	Establish recruitment events for academic programs and employer earn-and-learn programs	✓	✓	✓		✓
Training and wrap-around services	Collaborate with partners to operate and scale training programs	✓	✓		✓	✓
	Offer additional resources (i.e., facilities, instructors, technology) to facilitate program implementation	✓	✓	✓		
	Screen program applicants to understand barriers to programs	✓		✓	✓	✓
	Provide needed support services to program participants in collaboration with community partners	✓	✓	✓	✓	✓
	Help program participants navigate additional government support services			✓	✓	✓
Job placement and upskilling	Track participant success metrics and provide academic and career advisement	✓	✓	✓		
	Recruit additional employers to partner with the workforce system	✓	✓	✓	✓	✓

1. Departments of Education and Economic Development, Workforce Development Boards, and government officials

### OC Tech Talent Hub core strategies

The OC Tech Talent Hub will implement three strategies, each building upon CLAOC's existing programming.

- Career awareness and experiential learning for K-12.** The OC Tech Talent Hub will (1) develop technology competencies for K-12 students to learn foundational skills, (2) create industry-led career exploration programs and capstones, and (3) offer internships and externships. CLAOC has already entered into agreements with Intel to expand their credentialing offerings into OC high schools, complemented with CLAOC's Career Exploration Experiences, which served 200 high school students in 2021 with on-the-job learning experiences at local companies.
- Stackable credentials to support skills-based hiring and career progression.** OC companies typically require at least a Bachelor's degree for most high-income roles, especially in the IT sector. To shift from degree-based hiring (a shift CLAOC is uniquely positioned to facilitate through direct CEO and CHRO engagement) and increase opportunities for OC residents, the OC Tech Talent Hub will offer stackable credential programs with structured industry entrance and exit points to promote continuous education and flexibility to earn-and-learn. CLAOC has already entered into agreements with AWS to expand their credentialing offerings into OC.
- Apprenticeships and on-the-job training programs.** Apprenticeships, on-the-job training, and career mentorship programs will give participants the opportunity to earn a living wage while they complete

their education, gain additional skills tailored to the specific processes of their host company, and receive support and guidance from career mentors.

### Equity strategy

The OC Tech Talent Hub strives to achieve demographic representation above that of the young adult (18-24) population in OC for racial minorities, women, people with disabilities, veterans, and disconnected youth, as has set targets aligned with this goal as identified earlier. To support this goal, all stakeholders will collaborate to ensure equity is embedded in the OC Tech Talent Hub's Strategic Loop, as described below and in the wraparound services section.

- **Skills Identification**
  - Track data on the foundational technological and employability skills gaps present in underrepresented communities to ensure that K-12 programs, certifications, and on-the-job training address these skills.
- **Training Program Design**
  - Incorporate diverse worker perspectives into program offerings and design.
  - Accommodate learning challenges in training delivery formats (e.g., asynchronous, closed-captioned, text-to-speech) and content (e.g., multiple languages).
- **Community Outreach**
  - Outreach will target regions of the county where there are areas with a racial minority population above the OC average of 62%; 18% of the OC population lives in these areas (580,000 people). The OC Tech Talent Hub's outreach approach will offer multiple channels of communication and tailored messaging through the talent funnel to ensure residents are aware of opportunities, complete training, and confirm full-time jobs.

### Wraparound services approach

Wraparound services are paramount to the success of the vision of placing trainees into jobs. A recent McKinsey survey showed that California's residents are in need of specific services to mitigate career and educational barriers, including career guidance (24% of respondents) and family, healthcare, and accessibility services (37% requested mental health support, 17% childcare services, and 14% transportation options). Despite many of these options being available, only 33% of the population feel confident they would be able to locate helpful supporting services.

The approach to providing wraparound services has three primary elements, with increasing levels of customization and support according to individual needs. All participants will participate in pre-screening surveys to identify potential needs before training begins:

- **Develop a centralized resource accessible to all** to ensure access to resources and efficiently connect participants with services provided by community partners.
- **Offer career mentoring/job placement through existing services, scaling as demand requires.** Partner institutions such as Saddleback, UCI, and Futuro Health who will provide training, also already offer career services through their institutions. To supplement these services and to provide services where capacity does not allow, community organizations offering similar services (e.g., Big Brothers Big Sisters), will leverage existing capacity and scale their systems to further support participants.
- **Access and scale 1:1 case management for tailored support to address individual needs beyond career mentoring and job placement (as needed)** through active case management to support utilization of existing social services, offer customized supports, gather feedback, and track outcomes.
- **Make training facilities and equipment accessible to the broader community** such as CLAOC's partnership with NVIDIA establishing the first community-run supercomputer.