



Workforce OC 2025

orange county
workforce 2025



The Economy, Workforce and Demographic Projections



Workforce OC 2025



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**ORANGE COUNTY
BUSINESS COUNCIL**



**ORANGE COUNTY
WORKFORCE INVESTMENT BOARD**



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Workforce Investment Board



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Objective

This report aims to answer your critical questions about Orange County's future workforce needs by forecasting key trends to the year 2025.



Introduction

Can we cultivate a “fit” Orange County workforce for the demands of a “flat” global economy in 2025?

Yes, but this report represents a “Wake Up Call.” Policymakers, educators, and business leaders need answers to *key workforce questions* to understand the demands of our economy and competitive advantages going forward.



Key Workforce Questions for 2025

- How will Orange County's economy and population change over the next 20 years?
- Which industry clusters will grow, which will stagnate?
- What type of workforce will Orange County businesses require in 2025?
- What kinds of skill gaps and mismatches are forecasted? What can we do to avoid them?
- How will global competitiveness trends shape our workplaces by 2025?



Part I: Employment Trends

Forecasting Orange County's Job Opportunities



Industry Employment Forecast for 2025

***Which industry clusters will
thrive?***

***Which ones will stagnate or
decline?***



Holding All Trends Constant: Industry Employment in 2025

	2005	2025	Change	% Change
Natural Resources and Mining	700	296	(404)	-57.7%
Construction	99,300	148,775	49,475	49.8%
Durable Goods Manufacturing	128,000	90,342	(37,658)	-29.4%
Nondurable Goods Manufacturing	54,700	44,856	(9,844)	-18.0%
Wholesale Trade	83,000	117,251	34,251	41.3%
Retail Trade	157,100	205,570	48,470	30.9%
Transportation Warehousing & Utilities	28,800	38,880	10,080	35.0%
Information	32,800	38,896	6,096	18.6%
Prof. & Business Services	267,000	472,991	205,991	77.2%
Educational & Health Services	133,300	218,788	85,488	64.1%
Leisure and Hospitality	164,400	231,353	66,953	40.7%
Other Services	48,200	69,754	21,554	44.7%
Government	155,300	200,252	44,952	28.9%



Employment Trends: Cluster Projections

Doubling of Business and Professional Services

- Orange County's strategic location at the heart of the Southern California economy enables it to significantly benefit from the continuing growth of the global marketplace

Emergence of Health Services as second largest cluster

- Aging population remaining in Orange County due to high quality of life will increase demand for Health Services
- Orange County's Biomedical cluster reinforces competitive advantages in Health Services



Employment Trends: Cluster Projections

Robust projected growth in three key OC high growth, high-tech clusters that are becoming major economic drivers of our County's economy

- **Computer Software**
- **Communications**
- **Energy/Environmental Clusters**

....Leading to

- **Continued job creation and wage growth**
- **Continued high multiplier effects that drive job creation in the rest of the OC economy**



Employment Trends: Cluster Projections

Continued strength of Construction and Tourism

- Global reputation, beach and Pacific coast, climate, and world-class destinations (Disneyland Resort, Knott's Berry Farm) continue to attract investment and spending
- Continued job growth leads to OC's built environment becoming more dense and "growing up" (new residential towers, redevelopment of existing underutilized parcels) drives continued stable construction growth even after vacant land runs out



Employment Trends: Cluster Projections

Projected significant decline of Computer Hardware and Defense and Aerospace Clusters due to outsourcing of manufacturing and other activities to lower cost U.S. and offshore sites

- “Canaries in a Coalmine” -- these clusters are especially sensitive to changes in Orange County’s competitive advantage compared to other locations. Any significant reductions in employment will signal Orange County becoming less competitive overall as a place to do business
- Retention of design, engineering, and executive/corporate activities will require proactive “regional collaborative” economic development actions



Employment Trends: Cluster Projections

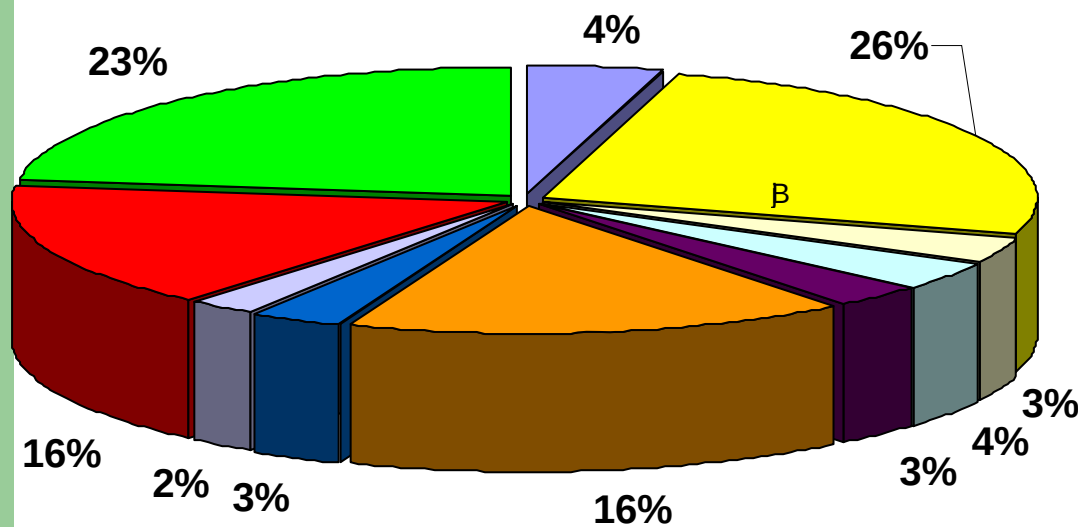
Slight projected decline in Biomedical cluster

- This cluster has been a driver of Orange County's economic growth and wealth generation for decades, creating good paying jobs
- But growth is slowing
- Slow, stable projected growth in this cluster could be ramped up by proactive Economic Development program



Today's Orange County Economy

(By Cluster)

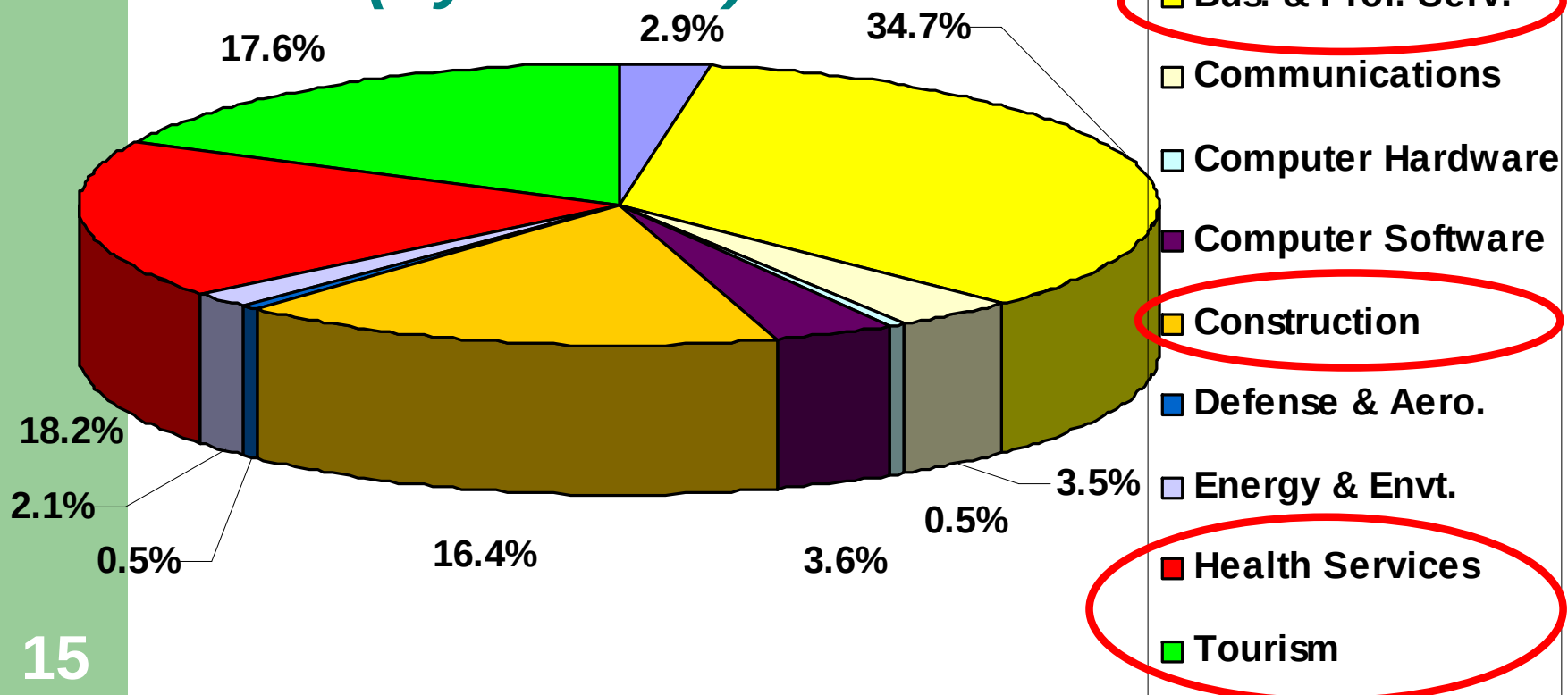


- Biomedical
- Bus. & Prof. Serv.
- Communications
- Computer Hardware
- Computer Software
- Construction
- Defense & Aero.
- Energy & Env't.
- Health Services
- Tourism



The 2025 Orange County Economy

(By Cluster)



2025 Projected Orange County Cluster Employment

	2005 Workforce	2025 Workforce	Percent Change
Biomedical	28,745	27,797	-3.3%
Business Services	162,116	333,110	105.5%
Communications	19,463	33,833	73.8%
Computer Hardware	23,659	<5000	>78.9%
Computer Software	20,554	35,057	70.6%
Construction	105,209	157,205	49.4%
Defense & Aerospace	19,290	<5000	>74.1%
Energy & Environment	14,481	20,087	38.7%
Health Services	101,330	174,543	72.3%
Tourism	149,259	169,162	13.3%



Key Employment Questions for 2025

What are Orange County's competitive advantages going forward?

How will Orange County's competitive advantages shape job growth and workplaces?



Employment Trends: Orange County Competitive Advantages

Between 1990 and 2005, competitive advantages in Professional & Business Services and Retail Trade promise continued growth in these sectors far into the future

However, some caveats:

- Technological changes may result in reduced demand for workers in Professional and Business Services and Retail Trade as more jobs become automated
- Global outsourcing of some Professional and Business Services may reduce Orange County labor demand in this sector
- Retail jobs may increasingly go to mature workers looking for low wage supplemental income

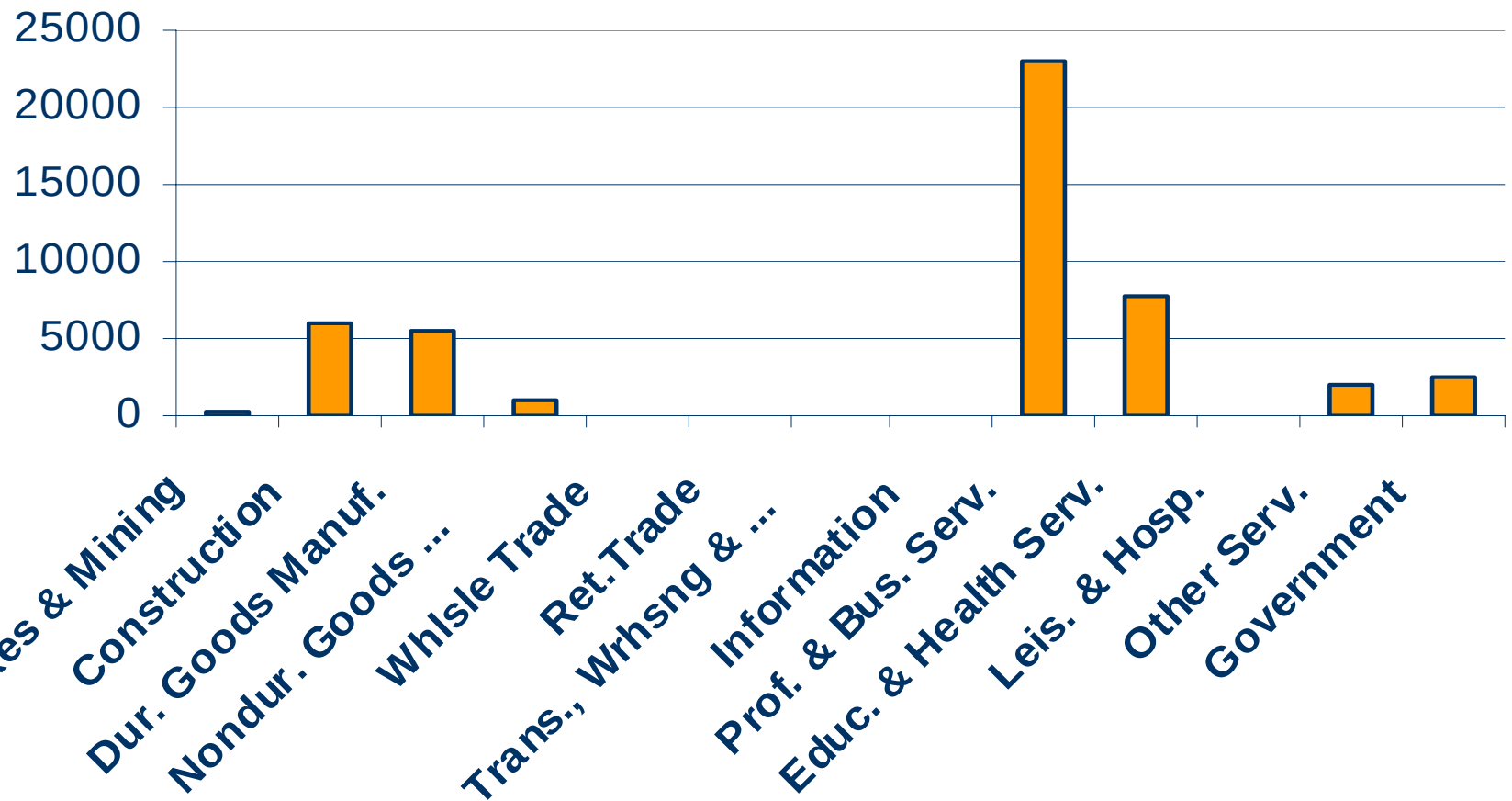


Employment Trends: Orange County Competitive Advantages

- Since 1990, compared to the rest of California, Orange County enjoyed competitive advantages in a number of manufacturing sectors, especially in Anaheim and Santa Ana
- This has been accomplished despite prolonged manufacturing downturn at the regional level and lack of support statewide
- If Orange County demonstrates a commitment to supporting the existing manufacturing sector through workforce partnerships and a competitive business environment, it is likely that Orange County can continue to hold onto the manufacturing sector, especially good paying high value added sectors
- If effort is not expended to support manufacturing, significant downsizing/relocation of existing jobs outside of the region is likely

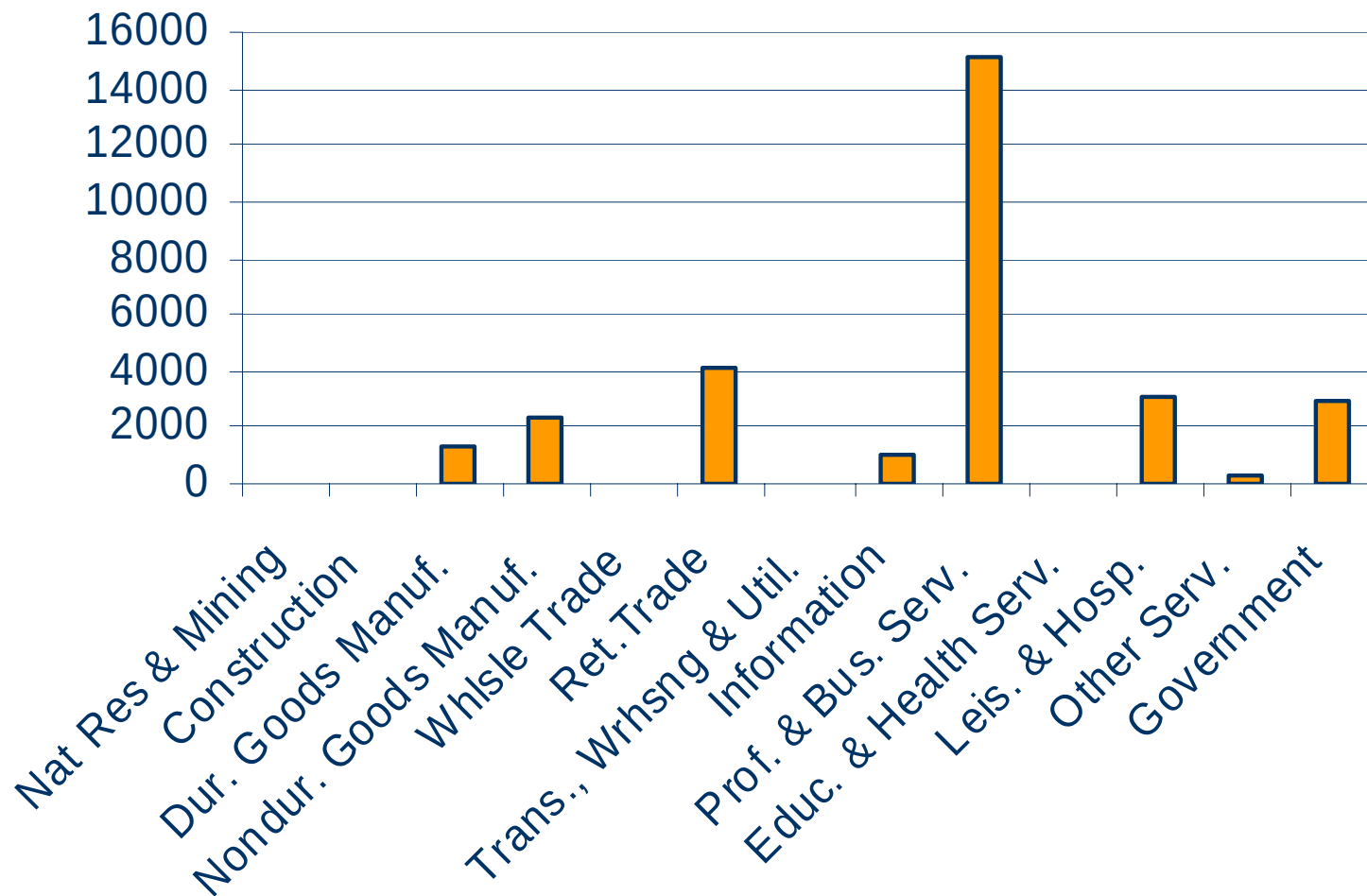


2001 - 2005 Job Growth Due to OC Competitive Advantage



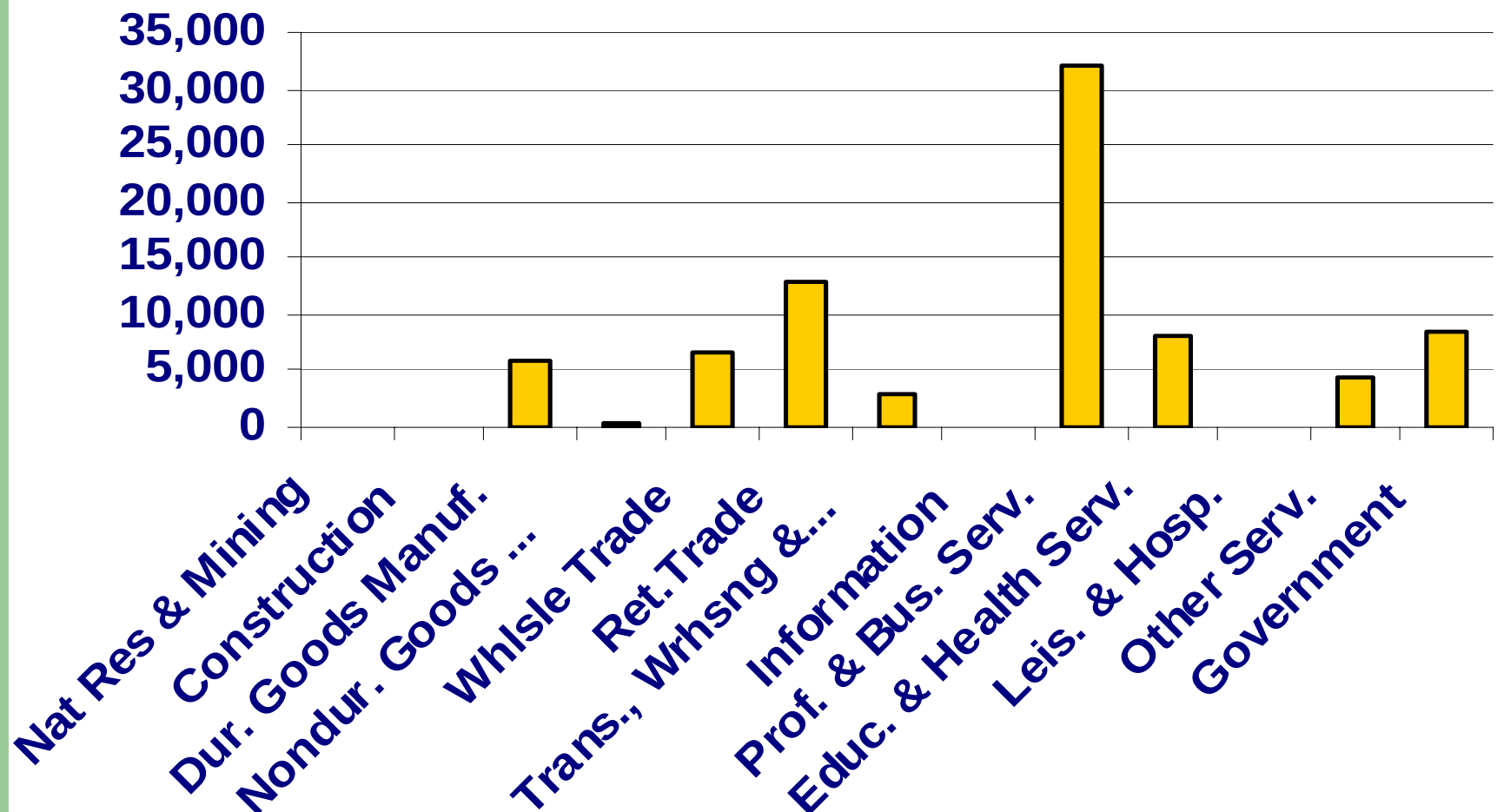


1997-2000 Job Growth Due to OC Competitive Advantage





Holding All Trends Constant: 2005-2025 Job Growth Due to OC Competitive Advantage





Key Employment Questions for 2025

What occupations will account for the most new jobs?



Jobs With the Greatest Growth Through 2025—Numerical Growth

Registered Nurses	14,694
Waiters and Waitresses	12,923
Certified Nursing Aides	10,025
Combined Food Prep & Service	9,652
Guards and Watch Guards	9,514
Dental Assistants	7,809
Financial Managers	7,548
General Managers, Top Executives	6,747
Physicians And Surgeons	5,896
Medical Assistants	5,705

- Highlighted occupations are medical occupations



Out of the Top 10 Occupations, Only Four of the 10 Pay Above the OC Average Wage

Registered Nurses	14,694
Waiters and Waitresses	12,923
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Combined Food Prep & Service	9,652
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Medical Assistants	5,705

- Highlighted occupations are occupations above the OC average wage



Jobs With the Greatest Growth Through 2025—Percentage Growth

Food Service and Lodging Managers	457.2%
Plasterers and Stucco Masons	334.5%
Physicians and Surgeons	284.2%
First-line sup/managers service workers	278.8%
Health Care Profs, Paraprofessionals, NEC	270.1%
Painters, Paperhangers--Construction	263.7%
Medicine, Health Services Managers	262.0%
Dental Hygienists	258.9%
Cooks--Restaurant	252.7%
Heating, AC, Refrigerator Mechanics	249.8%

- Highlighted occupations are medical occupations



Key Employment Questions for 2025

Which clusters will create high wage growth? Which will stagnate?



2025 Wage Growth

Projecting wage growth in top Orange County clusters at average rate of increase since 1990, the biggest salary growth will be in:

- **Communications**
- **Defense & Aerospace (projected to significantly downsize by 2025)**
- **Computer Hardware (projected to significantly downsize by 2025)**
- **Computer Software**



2025 Wage Growth

- Large employment growth in Business & Professional Services and Health Services will only be accompanied by moderate wage growth (BPS to increase at lowest projected rate of any cluster through 2025, just ahead of Health Services)
- Construction wage projection slightly above average



2025 Wage Growth

	2005 Wages	Projected Average Wage in 2025
Biomedical	\$61,300	\$109,850
Business and Professional Ser	\$44,533	\$72,233
Communications	\$61,800	\$126,442
Computer Hardware*	\$63,873	\$121,742
Computer Software	\$78,887	\$177,968
Construction	\$47,425	\$84,986
Defense & Aerospace*	\$81,781	\$187,443
Energy & Environment	\$50,742	\$83,115
Health Services	\$43,740	\$71,646
Tourism	\$18,377	\$32,931

* Cluster employment projected to be significantly reduced in OC



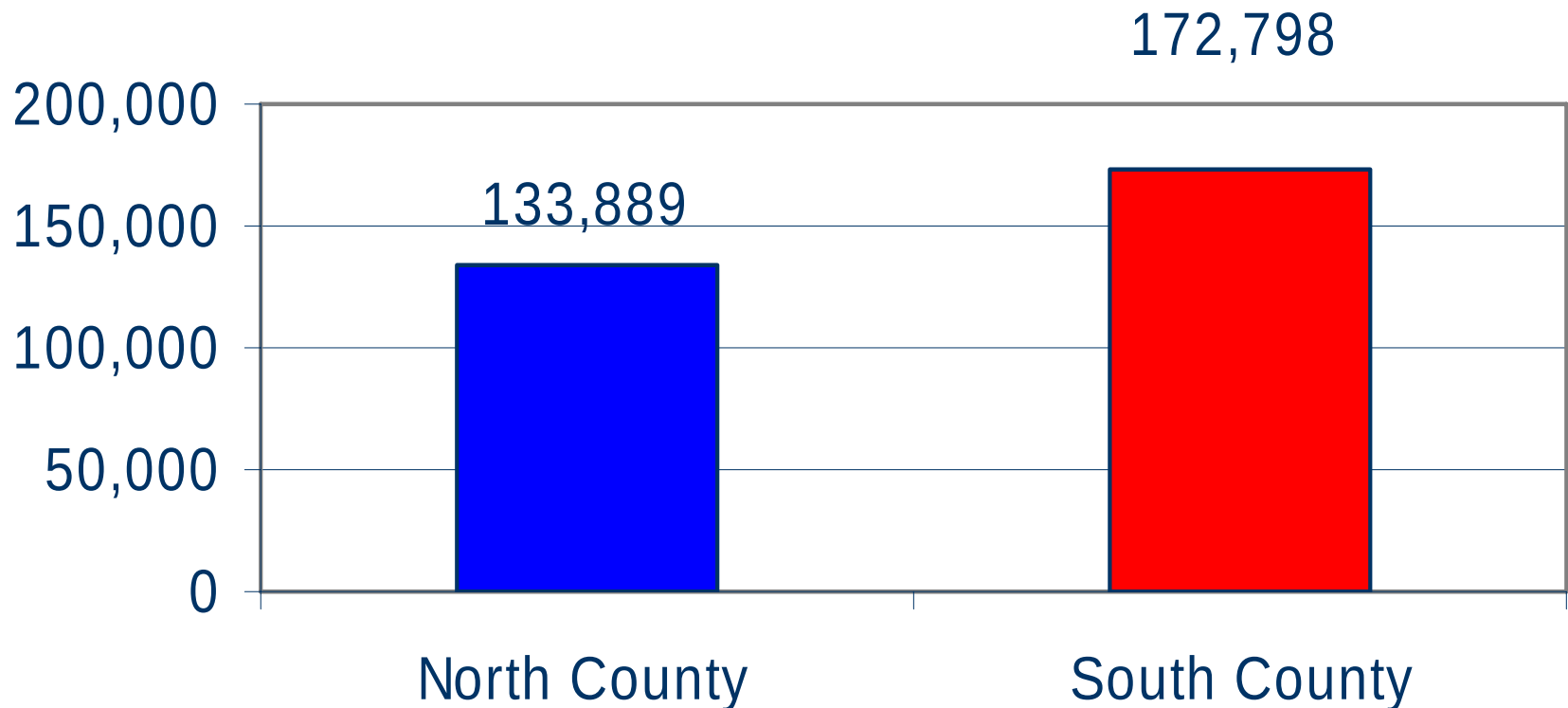
Key Employment Questions for 2025

***Which areas of Orange County
will see the greatest job growth?***



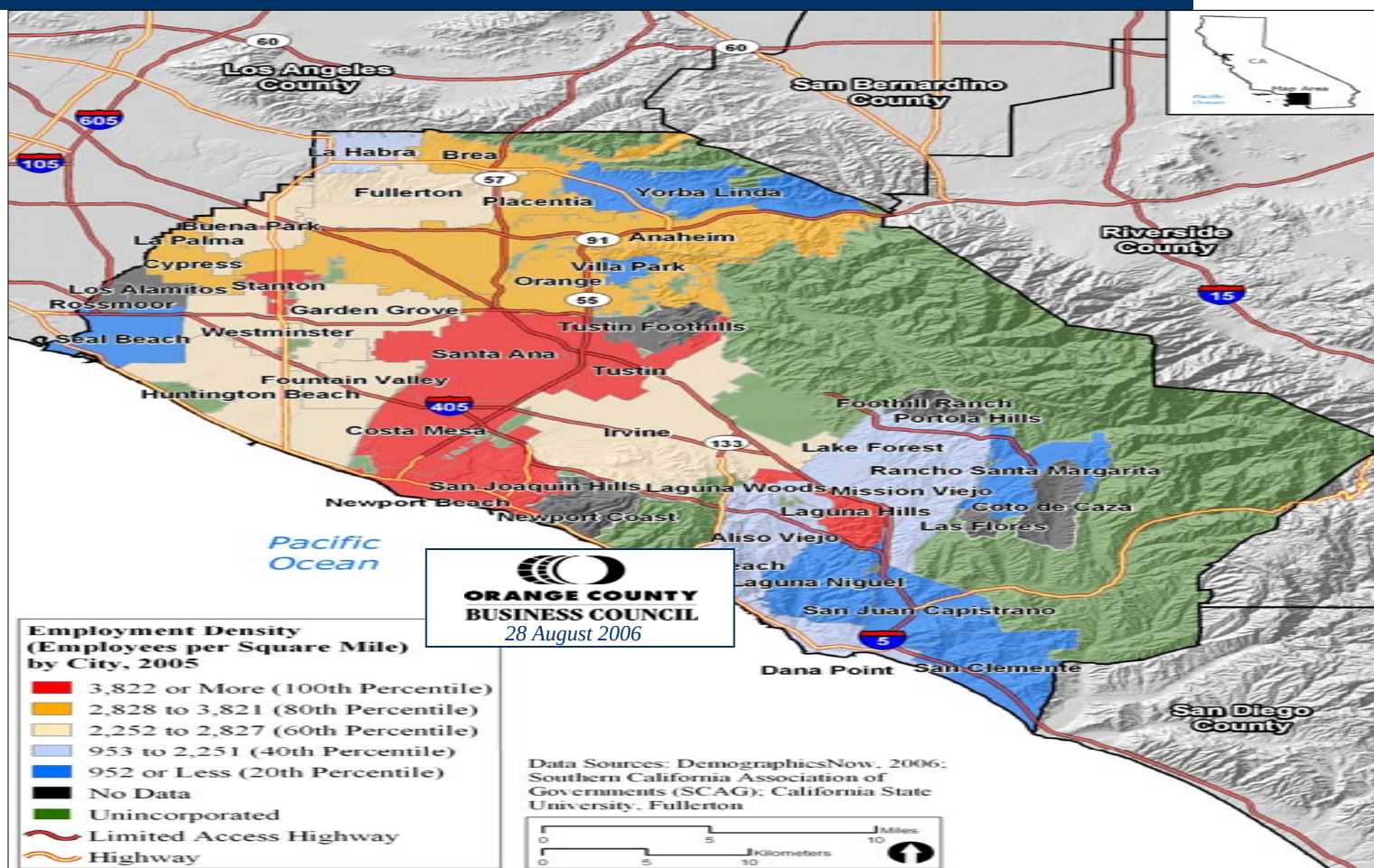
Where the Jobs Will Be in 2025

Job Growth 2005-2025



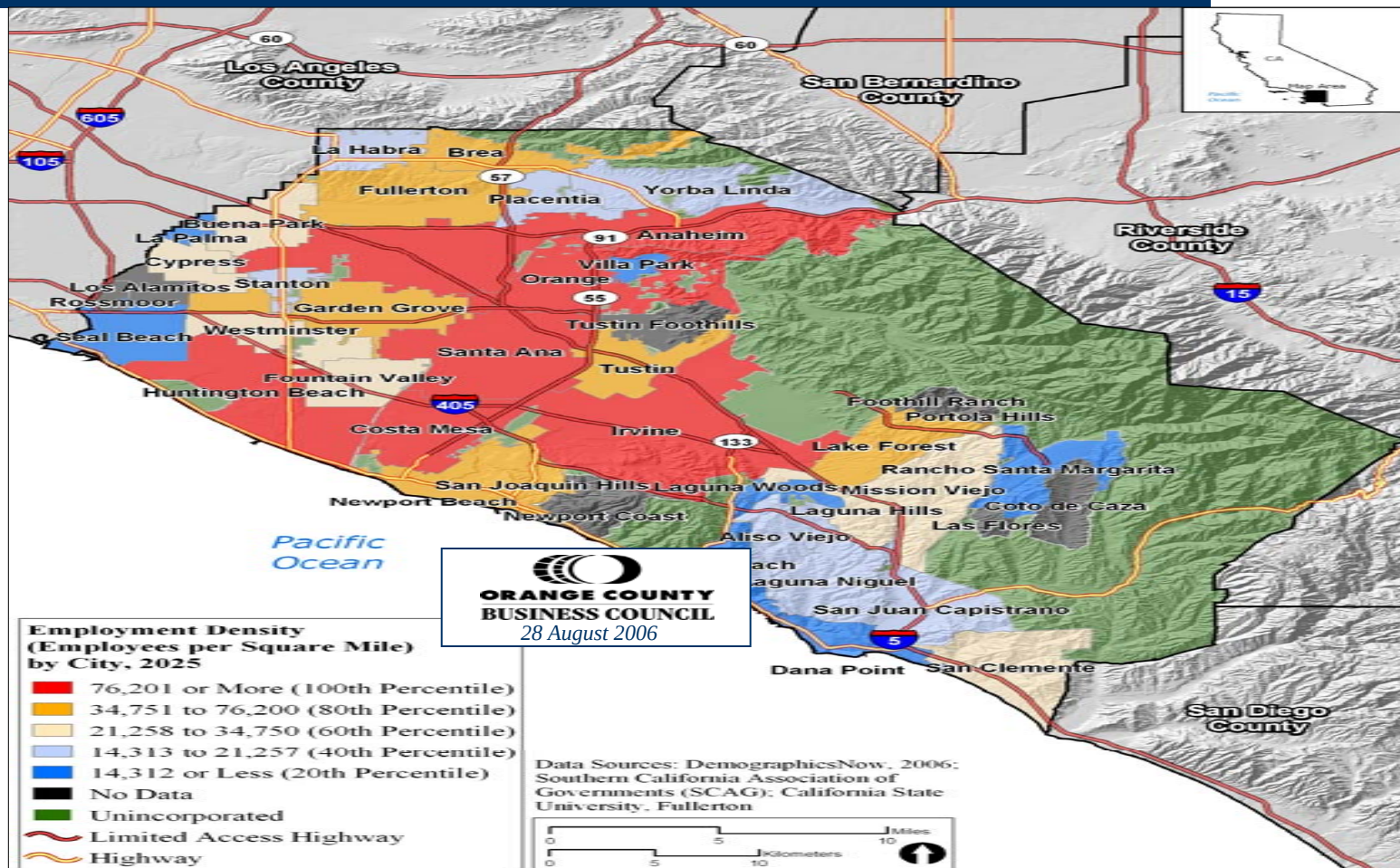


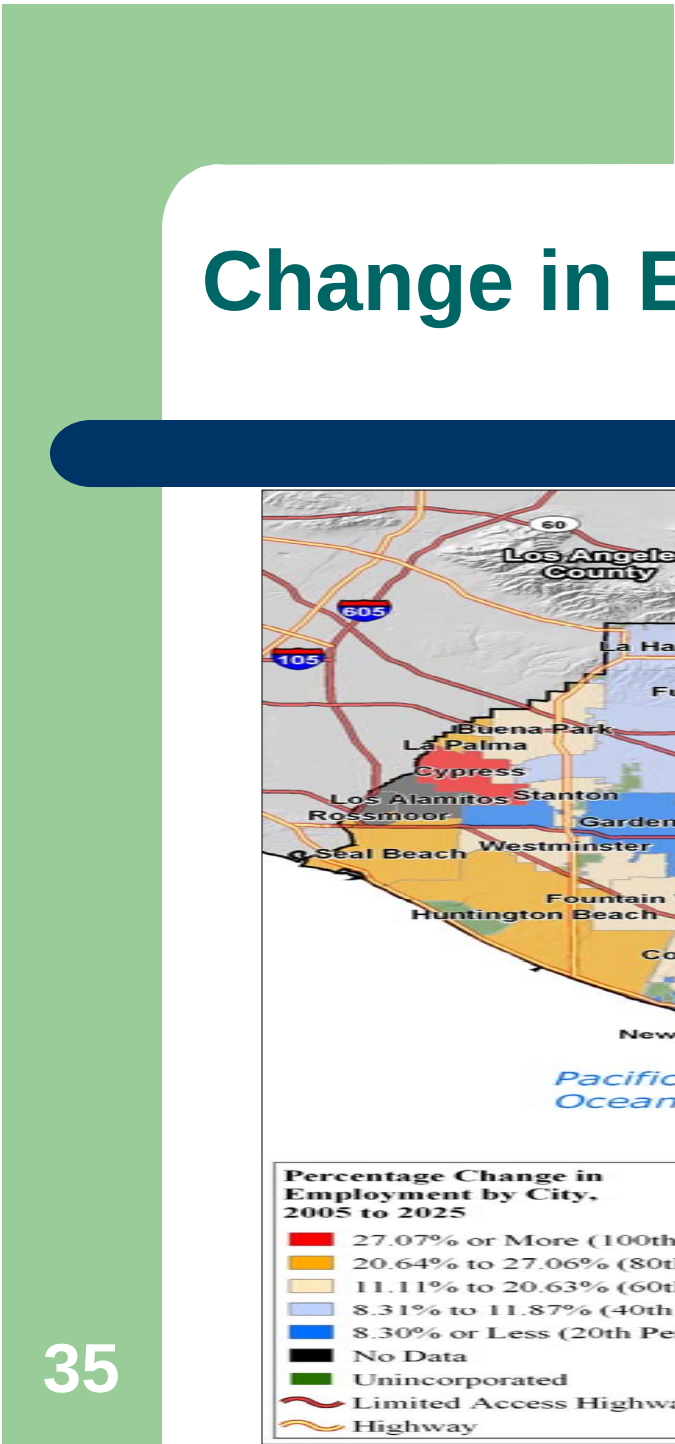
OC Employment Density Now





OC Employment Density in 2025







Where the Jobs Will Be in 2025

	Job Growth 2005-2025	% Growth -- 2005 by 2025
Irvine	57,049	27.1%
Unincorporated	34,178	92.8%
Lake Forest	24,610	61.2%
Anaheim	20,723	11.4%
Tustin	19,141	43.5%
Huntington Beach	16,867	21.3%
Cypress	14,557	56.1%
Costa Mesa	13,706	15.5%
Santa Ana	11,718	6.9%
Orange	10,529	9.7%
Orange County Total	306,687	19.4%



Cities with Projected Employment Growth for 2005-2025 (above County Average of 19.4%)

	Employment Growth 05-25	Percentage Growth 05-25
Unincorporated	34,178	92.8%
Lake Forest	24,610	61.2%
Cypress	14,557	56.1%
Tustin	19,141	43.5%
Aliso Viejo	4,397	36.1%
San Clemente	7,778	31.9%
Rancho Margarita	2,618	30.4%
Irvine	57,049	27.1%
Laguna Niguel	4,856	23.8%
La Palma	1,546	23.2%
Seal Beach	1,994	23.1%
San Juan Capistrano	3,545	22.8%
Huntington Beach	16,867	21.3%
Stanton	2,040	20.6%
Brea	7,785	20.2%



Part III: Essential Education, Skills and Abilities for the Future Workforce

What skills and abilities will be needed?



Most Common Knowledge and Skills Among Top 2025 Growth Occupations

Knowledge

Customer & Personal Service

English Language

Skills

Active Listening

Reading Comprehension

Speaking

Time Management



Most Common Abilities Among Top 2025 Growth Occupations

Abilities

Problem Sensitivity

Oral Expression

Oral Comprehension

Speech Clarity



Certified Nursing Aides (10,025 New Jobs)

<u>Knowledge</u>	<u>Skills</u>	<u>Abilities</u>
Customer and Personal Service	Active Listening	Problem Sensitivity
English Language	Instructing	Oral Comprehension
Education and Training	Speaking	Oral Expression
Medicine and Dentistry	Coordination	Near Vision
	Time Management	Speech Clarity
	Service Orientation	Speech Recognition
	Monitoring	Static Strength
	Social Perceptiveness	Written Comprehension
	Critical Thinking	Arm-Hand Steadiness
	Reading Comprehension	Deductive Reasoning



Dental Assistants (7,809 New Jobs)

<u>Knowledge</u>	<u>Skills</u>	<u>Abilities</u>
Medicine and Dentistry	Active Listening	Oral Expression
Customer and Personal Service	Reading Comprehension	Oral Comprehension
English Language	Speaking	Near Vision
Clerical	Coordination	Written Expression
Chemistry	Social Perceptiveness	Information Ordering
	Equipment Maintenance	Speech Clarity
	Active Learning	Arm-Hand Steadiness
	Time Management	Speech Recognition
	Instructing	Finger Dexterity
	Equipment Selection	Problem Sensitivity



Financial Managers (7,548 New Jobs)

<u>Knowledge</u>	<u>Skills</u>	<u>Abilities</u>
Economics and Accounting	Critical Thinking	Written Expression
Administration and Management	Judgment and Decision Making	Mathematical Reasoning
Mathematics	Coordination	Oral Comprehension
English Language	Management of Financial Resources	Written Comprehension
Law and Government	Reading Comprehension	Oral Expression
Personnel and Human Resources	Speaking	Deductive Reasoning
	Writing	Number Facility
	Management of Personnel Resources	Problem Sensitivity
	Mathematics	Speech Clarity
	Systems Evaluation	Near Vision



General Managers (6,747 New Jobs)

<u>Knowledge</u>	<u>Skills</u>	<u>Abilities</u>
Administration and Management	Active Listening	Oral Expression
Customer and Personal Service	Management of Personnel Resources	Oral Comprehension
English Language	Time Management	Problem Sensitivity
Law and Government	Judgment and Decision Making	Speech Clarity
Personnel and Human Resources	Monitoring	Speech Recognition
Sales and Marketing	Reading Comprehension	Written Comprehension
Mathematics	Speaking	Deductive Reasoning
Economics and Accounting	Management of Financial Resources	Inductive Reasoning
Public Safety and Security	Active Learning	Near Vision
Production and Processing	Persuasion	Written Expression



Physicians and Surgeons (5,896 New Jobs)

<u>Knowledge</u>	<u>Skills</u>	<u>Abilities</u>
Medicine and Dentistry	Reading Comprehension	Problem Sensitivity
Biology	Active Listening	Inductive Reasoning
Customer and Personal Service	Critical Thinking	Written Comprehension
English Language	Active Learning	Deductive Reasoning
Psychology	Complex Problem Solving	Oral Comprehension
Therapy and Counseling	Judgment and Decision Making	Oral Expression
Education and Training	Science	Near Vision
Administration and Management	Learning Strategies	Speech Clarity
Chemistry	Time Management	Written Expression
	Monitoring	Finger Dexterity



Medical Assistants (5,705 new Jobs)

<u>Knowledge</u>	<u>Skills</u>	<u>Abilities</u>
English Language	Active Listening	Oral Comprehension
Customer and Personal Service	Speaking	Oral Expression
Medicine and Dentistry	Instructing	Speech Clarity
Clerical	Social Perceptiveness	Near Vision
	Reading Comprehension	Information Ordering
	Active Learning	Problem Sensitivity
	Service Orientation	Speech Recognition
	Time Management	Written Comprehension
	Learning Strategies	Written Expression
	Writing	Deductive Reasoning



Part III: Essential Education, Skills and Abilities for the Future Workforce

What knowledge, skills and abilities will be the most deficient in our future workforce ?



Gaps in Knowledge, Skills & Abilities

- 90% of future jobs will need some kind of advanced educational degree (AA, BA, BS, MA, MS, PhD) (US Chamber of Commerce)
- Through 2025, an average of 18,000 new jobs will be created every year in the Orange County economy that will demand these degrees



Gaps in Knowledge, Skills & Abilities

- If 43.0% of current OC 12th graders continue to obtain advanced educational degrees, there will be just 14,972 new graduates each year with these degrees in the workforce
- Such a rate would lead to an annual shortfall of more than 3,000 skilled workers (given that 18,000 jobs will be created annually that require advanced degrees)



Gaps in Knowledge, Skills & Abilities

- At least 1/3 of future jobs will demand skills in the STEM disciplines (Science, Technology, Engineering, and Mathematics) (US Department of Labor)
- Currently, about 20% of undergraduate and graduate degrees given by Orange County universities are in these disciplines
- Less than 1% long-term annual growth in labor force size likely means more older workers delaying retirement to fill jobs that an under-sized and under-educated workforce is unable to do (Hudson Institute)



Part IV: Demographics in 2025

Where will the predicted shortage of workers with advanced educational degrees be most pronounced?

Who are the high school graduates of 2015?

Who are the college graduates of 2019?



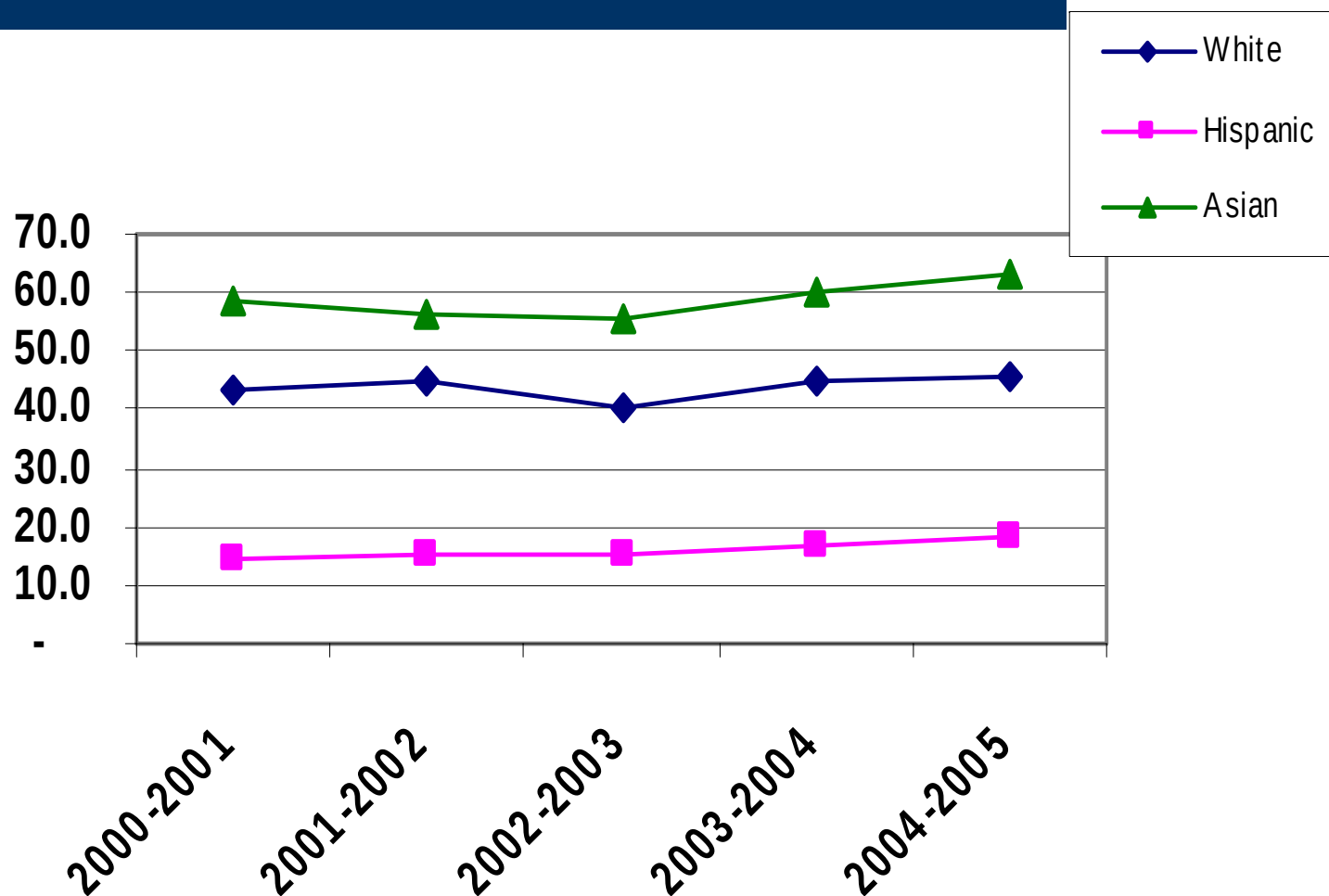
UC/CSU Eligible Graduates (% of students) 2000-2005

**Current
UC/CSU
Eligible
Rates:**

**White—
45.5%**

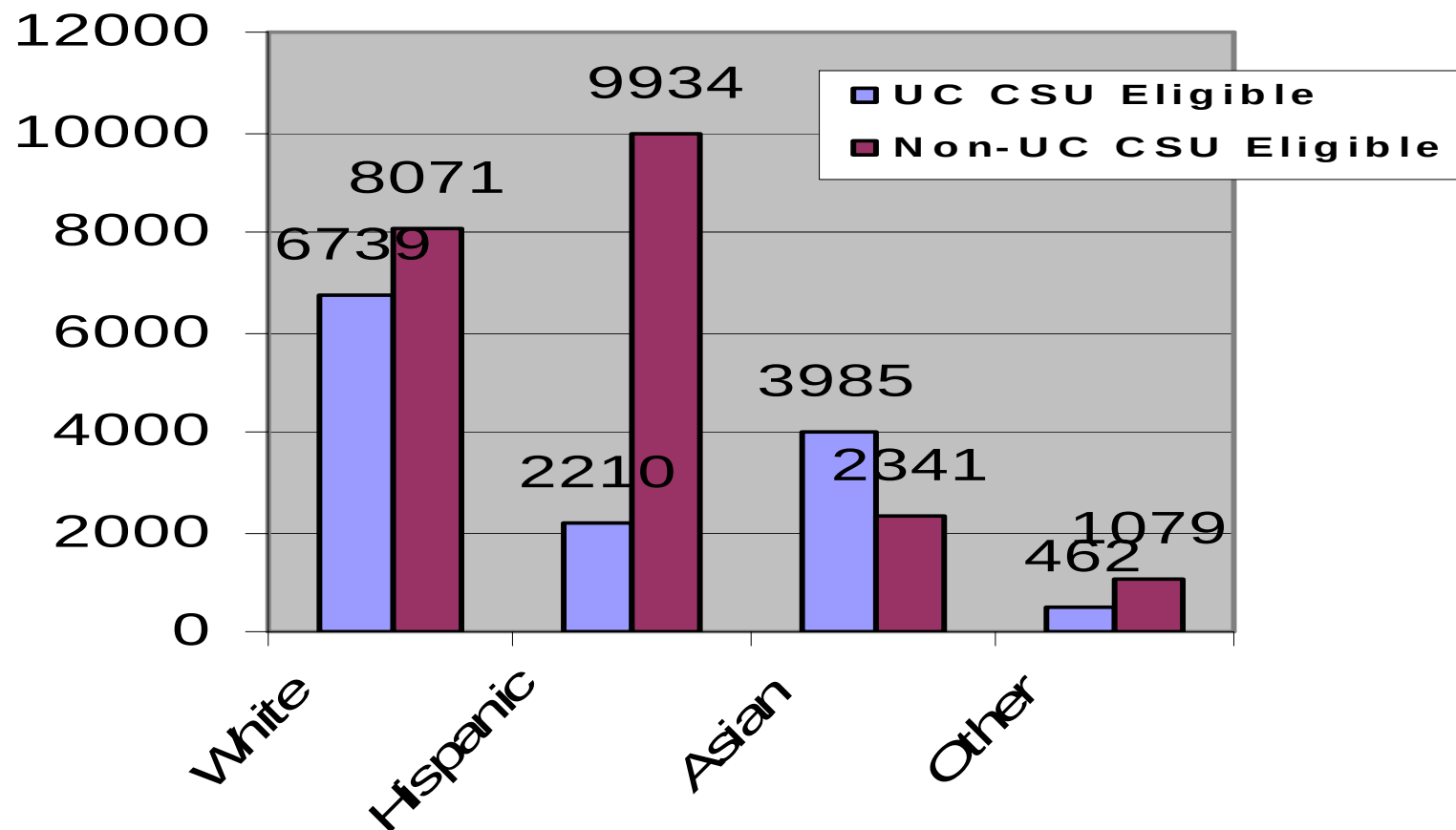
**Hispanic
—18.2%**

**Asian—
63.0%**



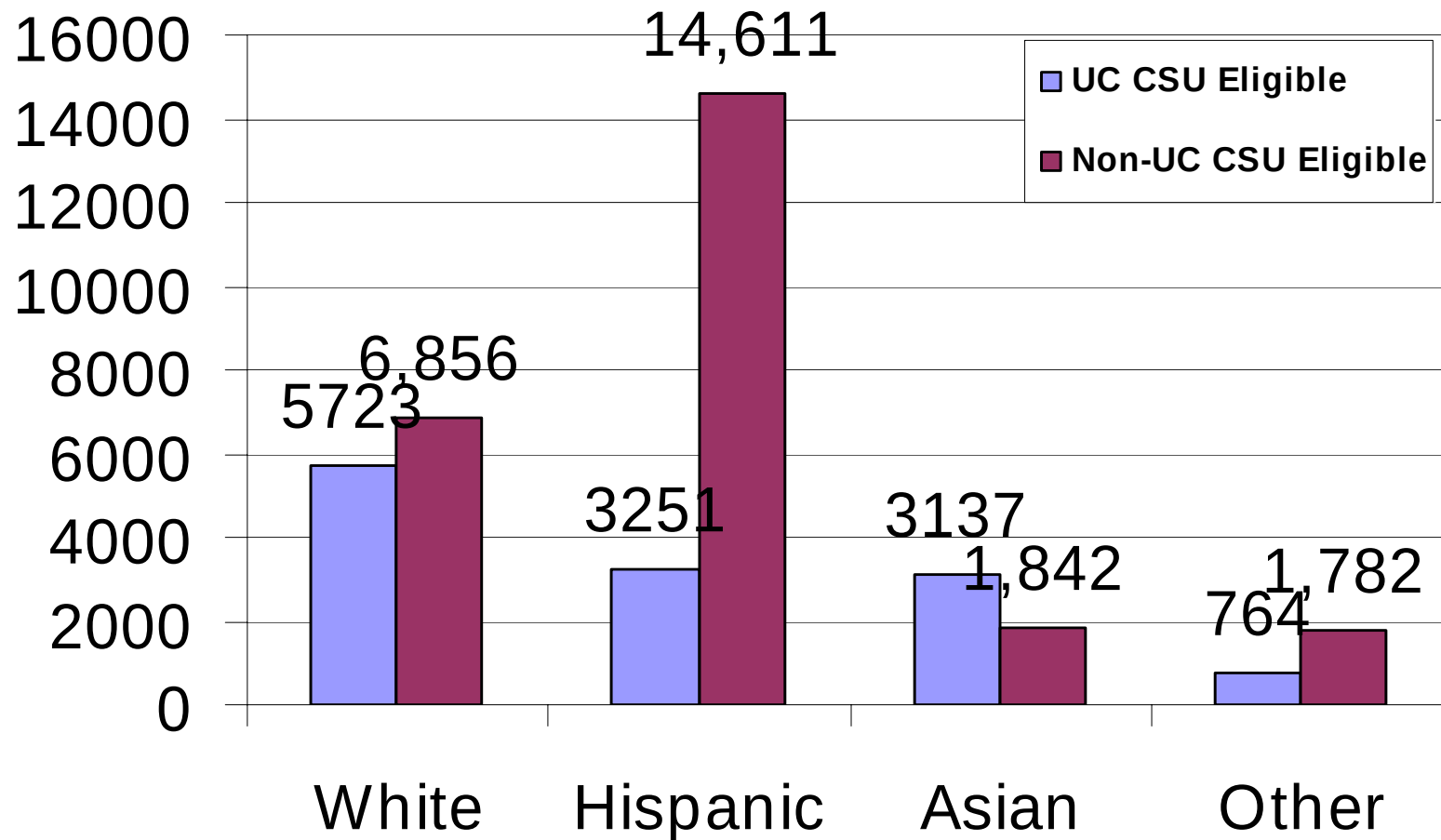


Ethnic Breakdown of UC/CSU Eligible 12th Graders of 2004-05



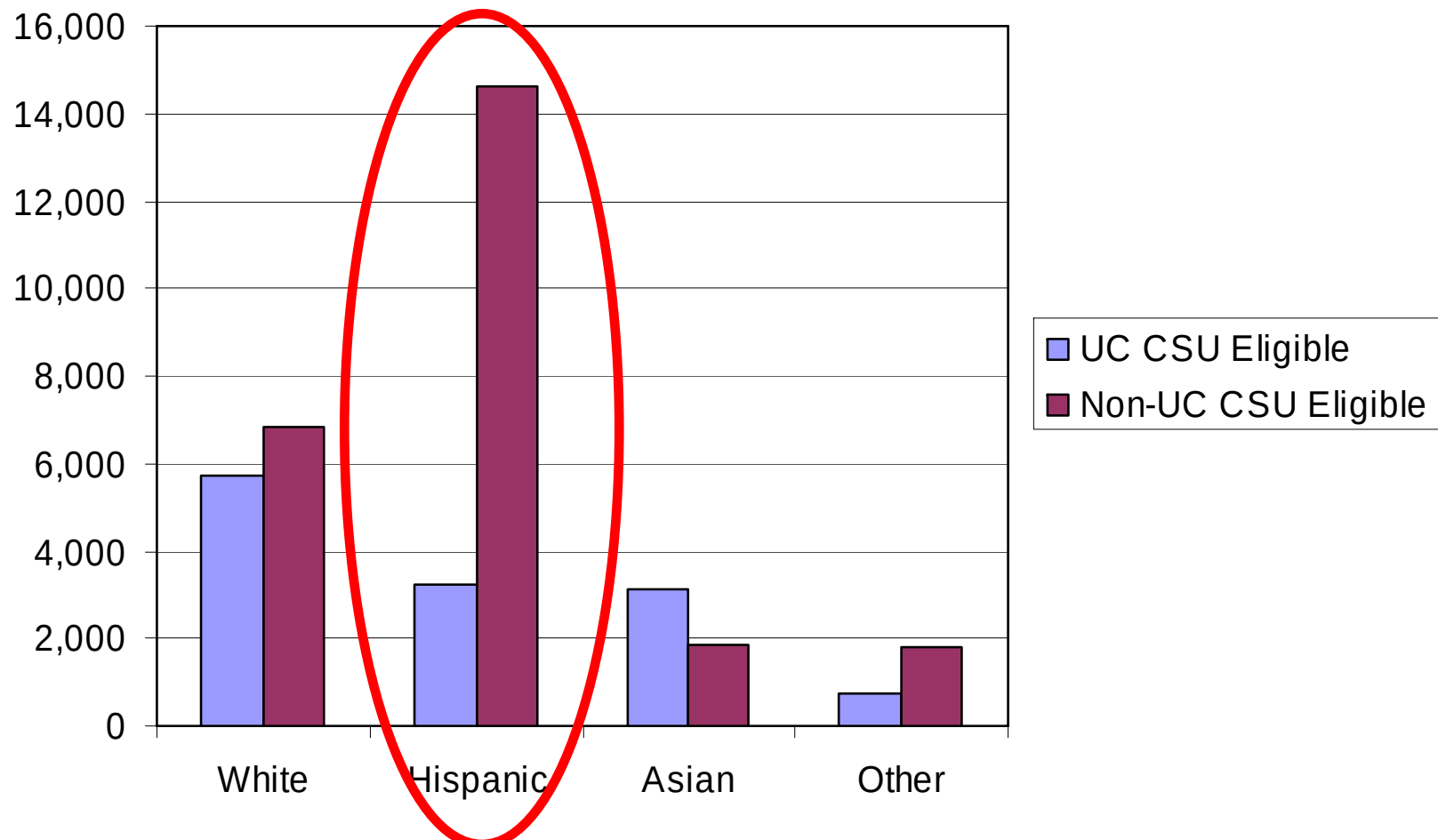


Ethnic Breakdown of UC/CSU Eligible 12th Graders of 2014-15





Ethnic Breakdown of UC/CSU Eligible 12th Graders 2005 VS 2014-15





The Graduating Class of 2025

- In 2005, there were 13,396 UC/CSU eligible high school graduates
- Orange County's Hispanic high school student population is the fastest growing segment of our K-12 population
- If current rates of Hispanic UC/CSU remain constant at 18%, there will only be 12,875 UC/CSU eligible students graduating in Orange County in 2014-15
- This translates into 4% less college eligible OC students in a 2025 environment of a 44% larger Orange County workforce and higher education and skill demands



Part IV: Demographics in 2025

***What will Orange
County look like?***

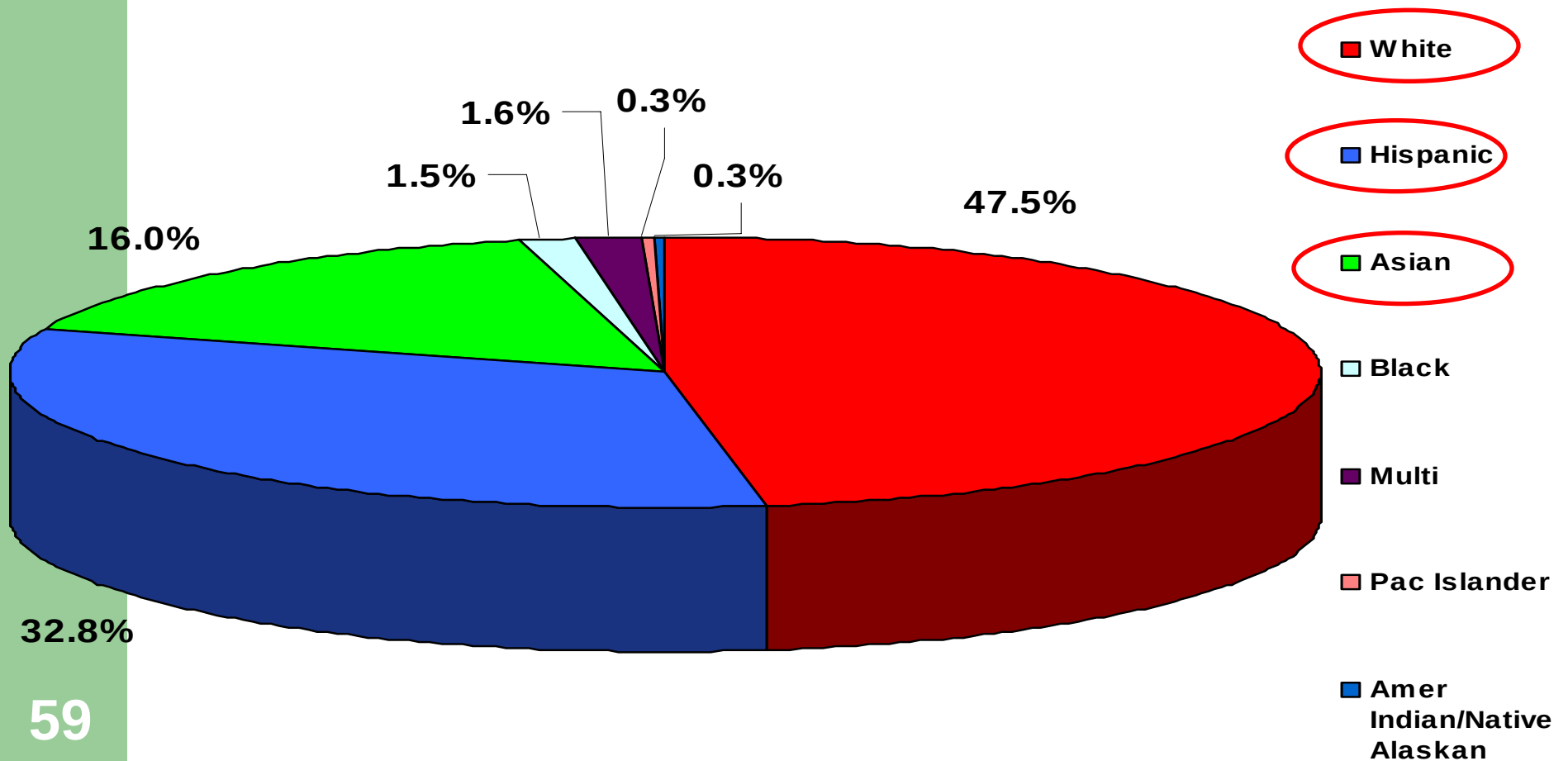


The Graduating Class of 2025

- Today's 1st graders are the 9th graders of 2014-2015; today's 4th graders are the 12th graders of 2014-15; today's newborns are the high school grades and college attendees of 2025
- The Orange County high school student body of 2014-15 will be almost half Hispanic, about 1/3 White, and about 1/6 Asian
- These are the new college graduates and younger components of the workforce of 2025

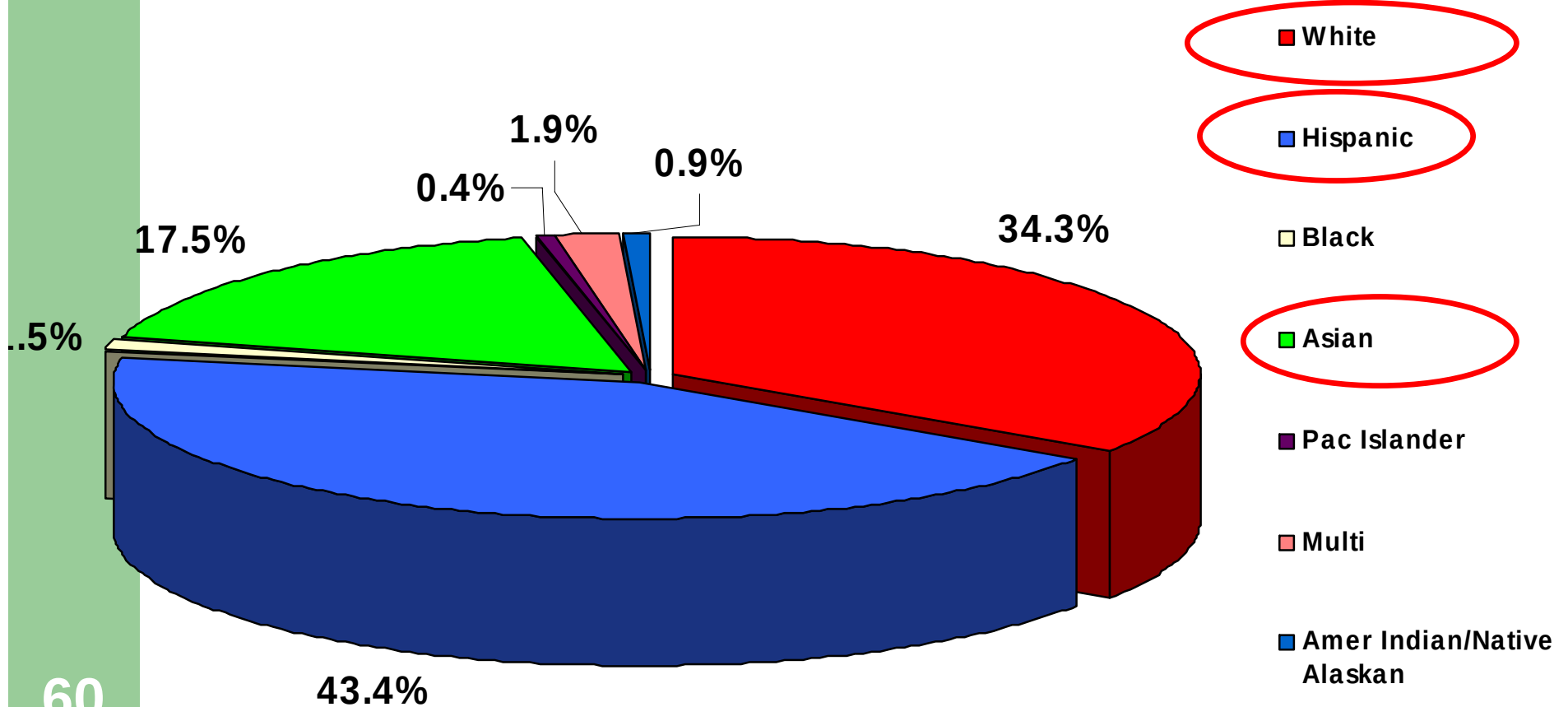


Orange County Ethnicity Today



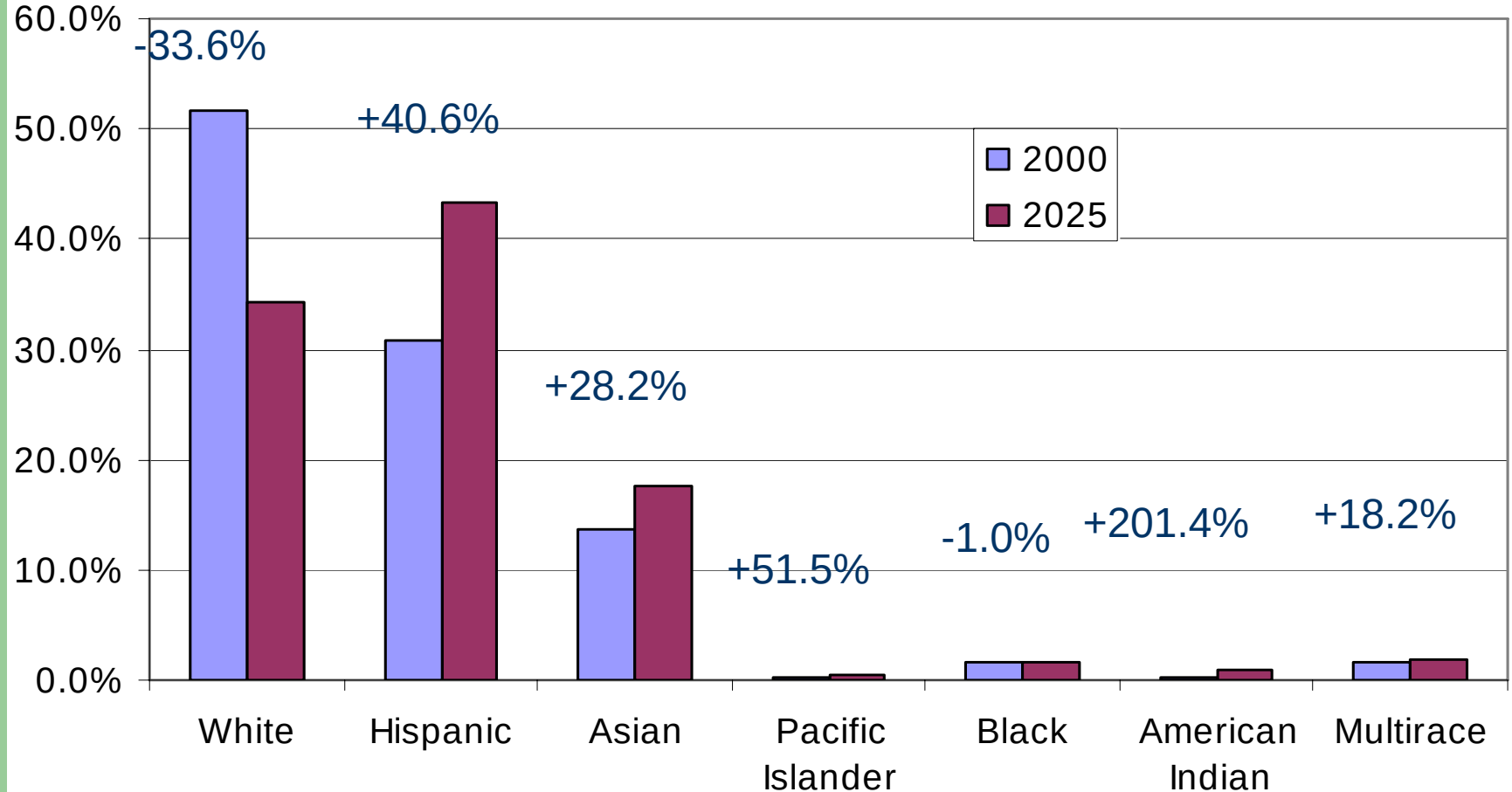


Orange County Ethnicity: 2025





Components of Population by Ethnicity in Orange County 2000-2025





Orange County Population Growth Trends: Ethnicity

Dramatic Increase in Hispanic Population

- Increased Education and Training Preparation Demands on System
 - Language
 - College Preparation
- Positive spillover effect on International Trade Opportunities with Mexico and Latin America

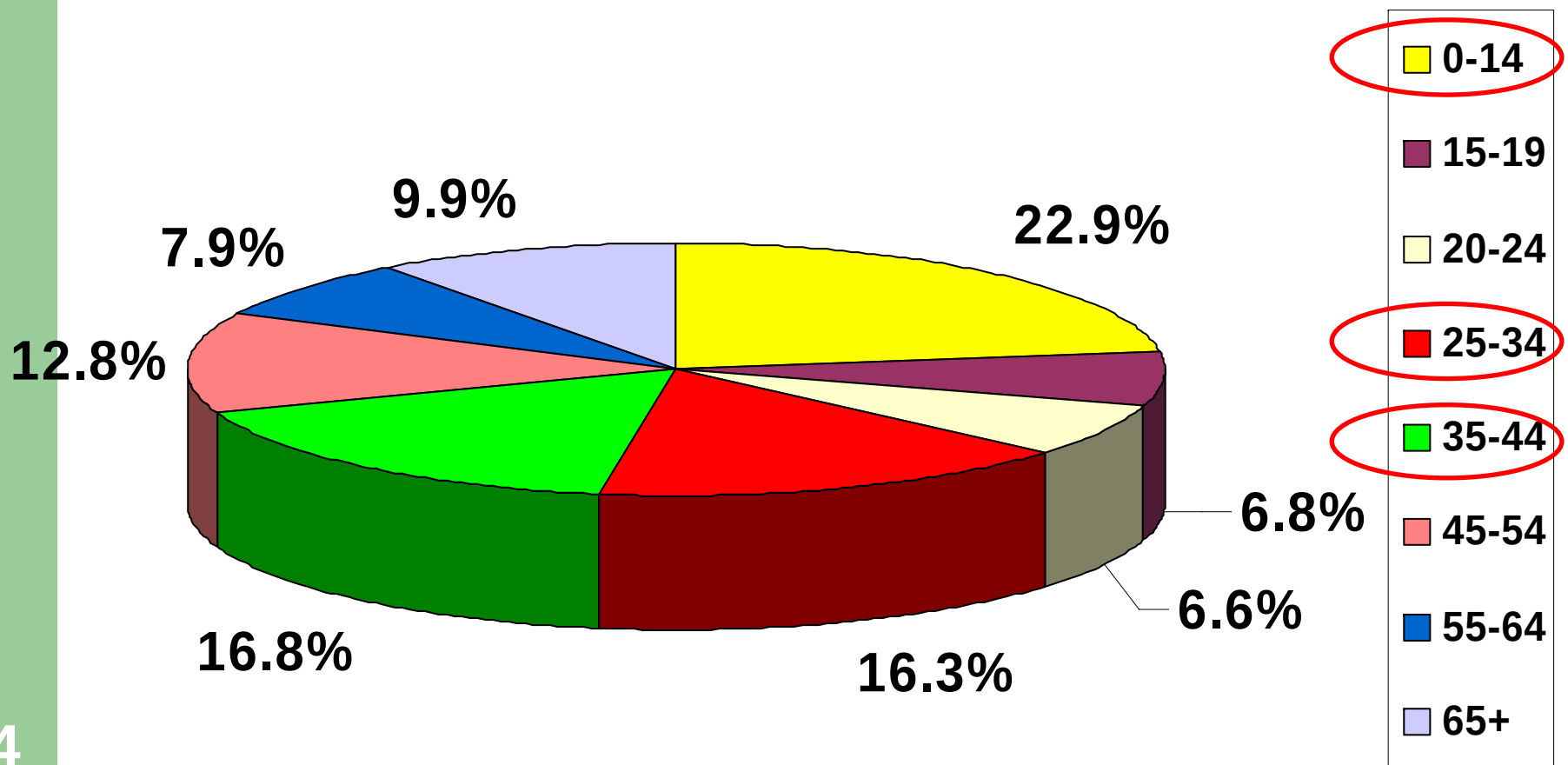


Part IV: Demographics in 2025

***Will Orange County
Residents be Older?
Younger?***

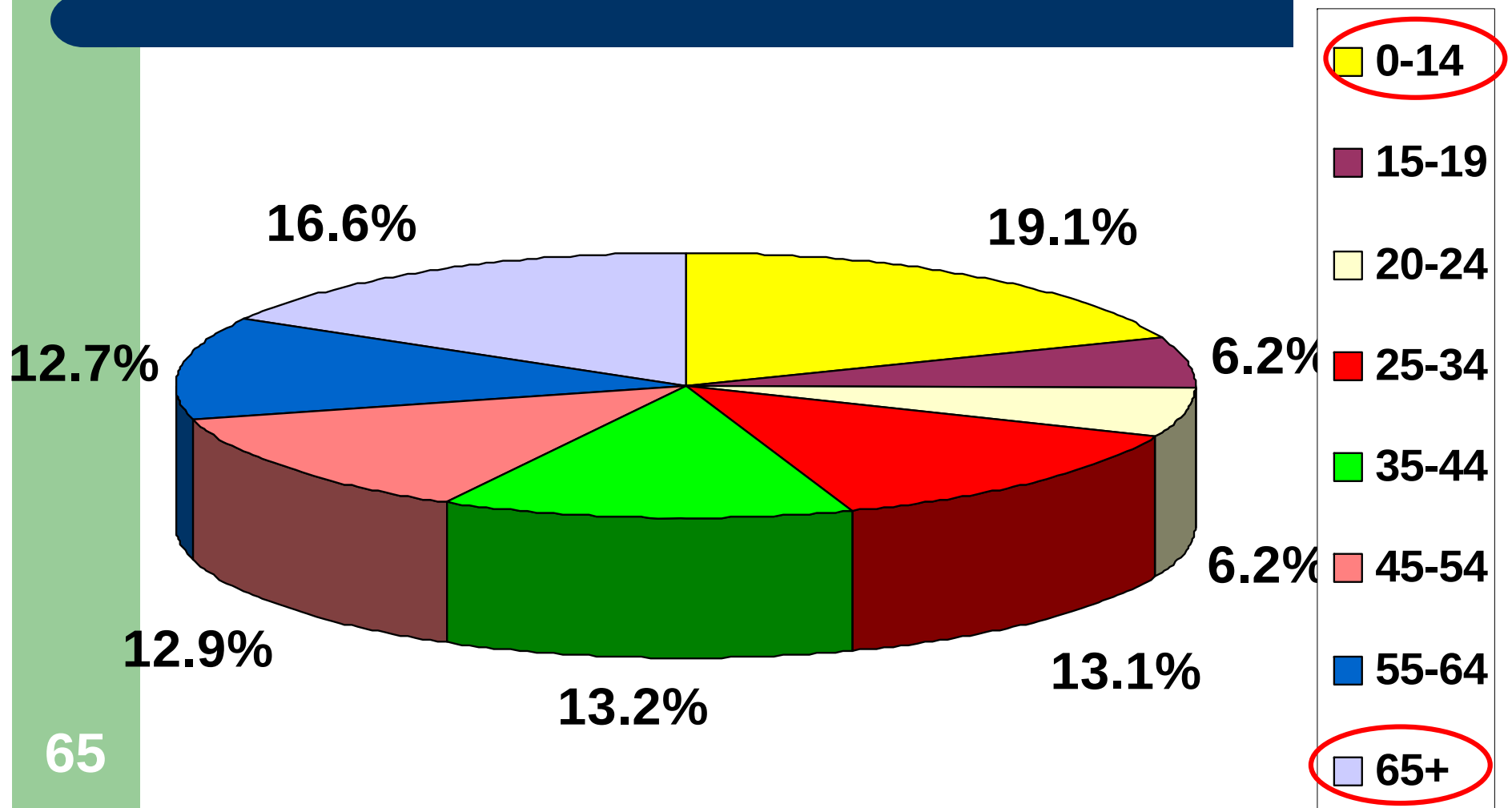


Our Age Today



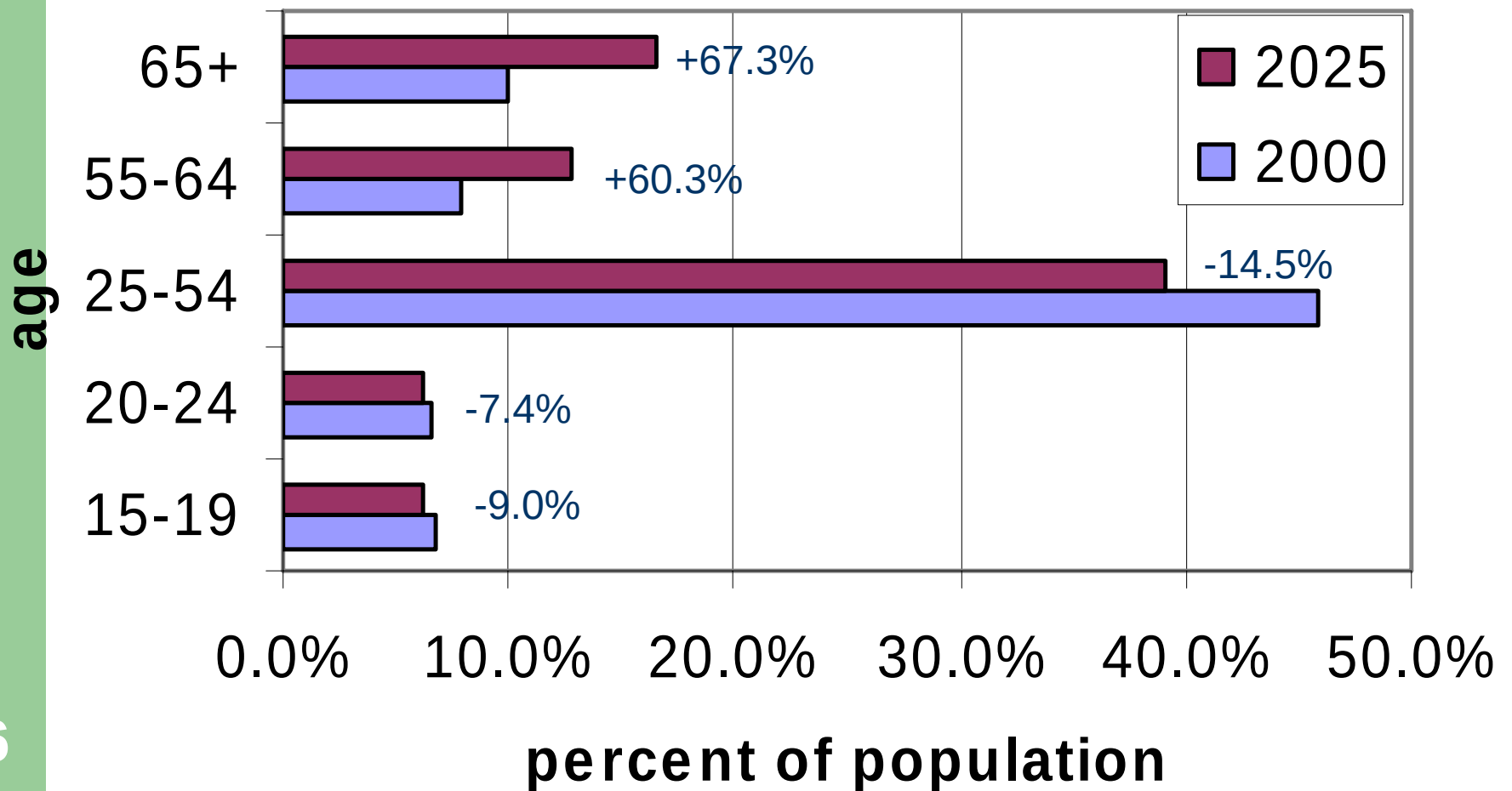


Our Age in 2025





Projected Components of Population by Age in Orange County 2000-2025

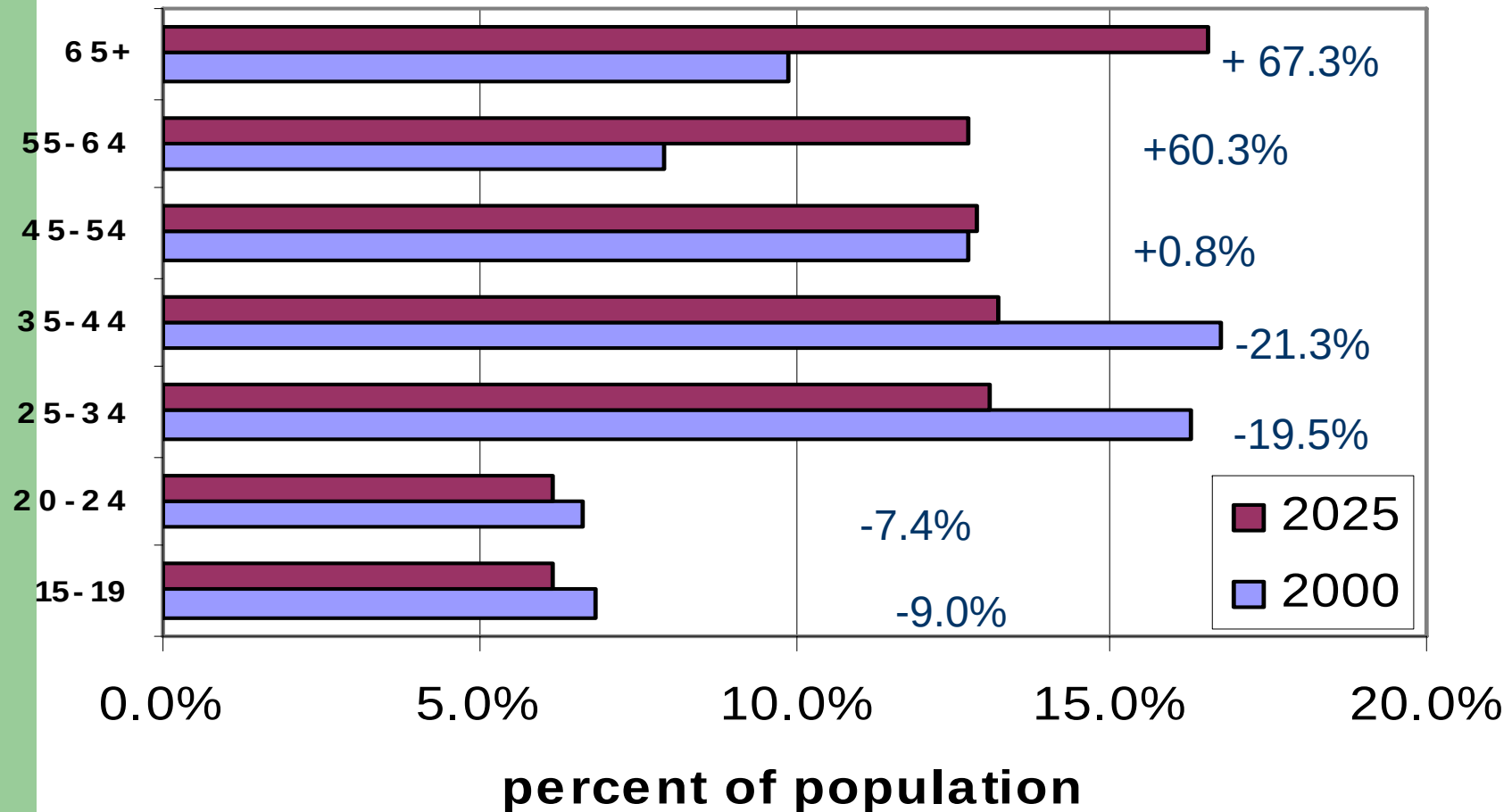




Projected Components of Population by Age in Orange County 2000-2025



age





Orange County Population Growth Trends

Substantial Increase in OC 55+ Population

- Older working population of Baby Boomers at the peak of their earning potential and continuing to maintain youthful vigor
- Delayed Retirement in many cases
 - Their technical, experience, and employability skills in demand
 - Pension and/or Social Security shortfalls force workers to continue to work in order to maintain their current lifestyle

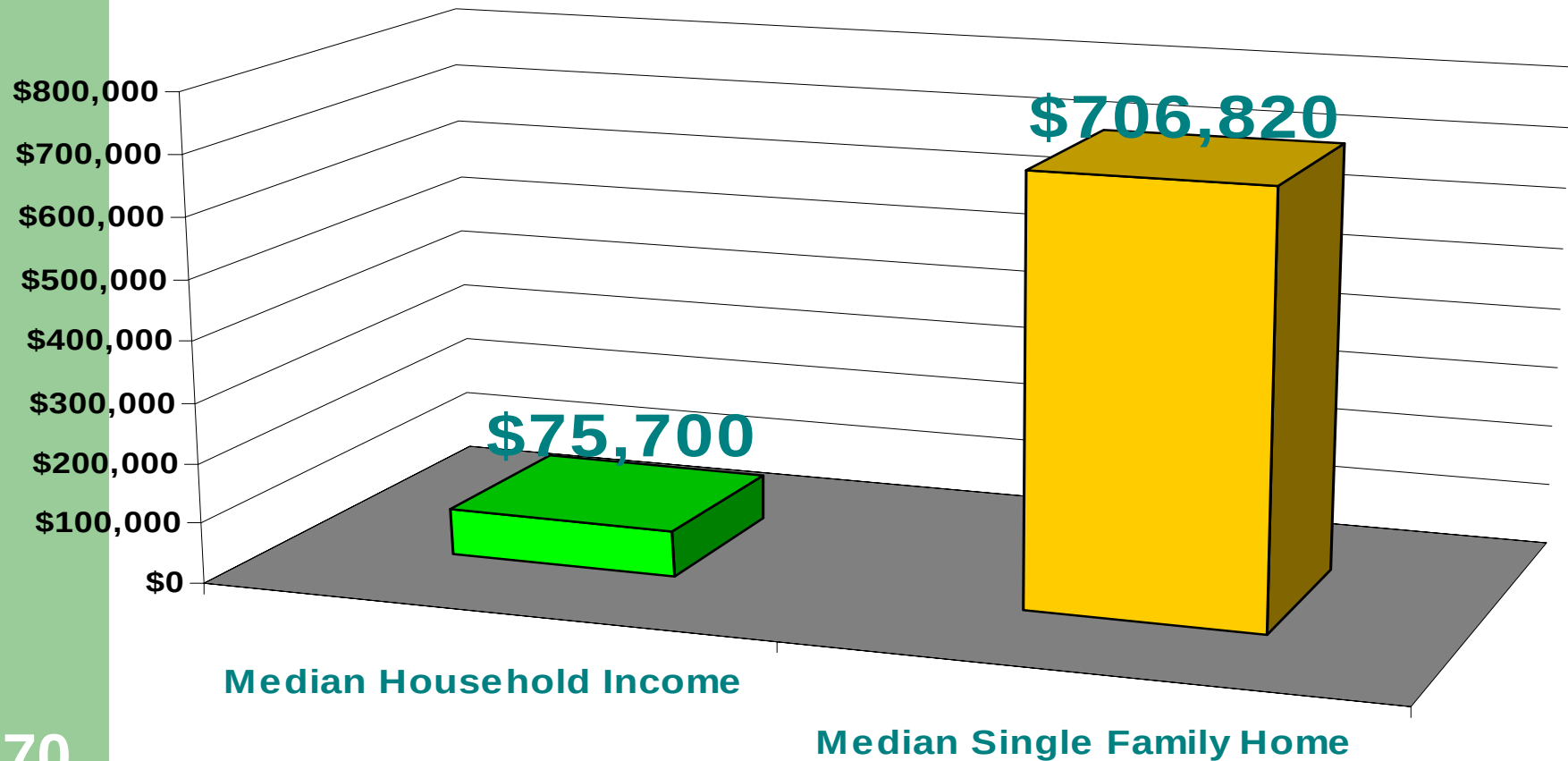


Part V: Housing Affordability

***Will our workers be able
to afford living in the
Orange County?***

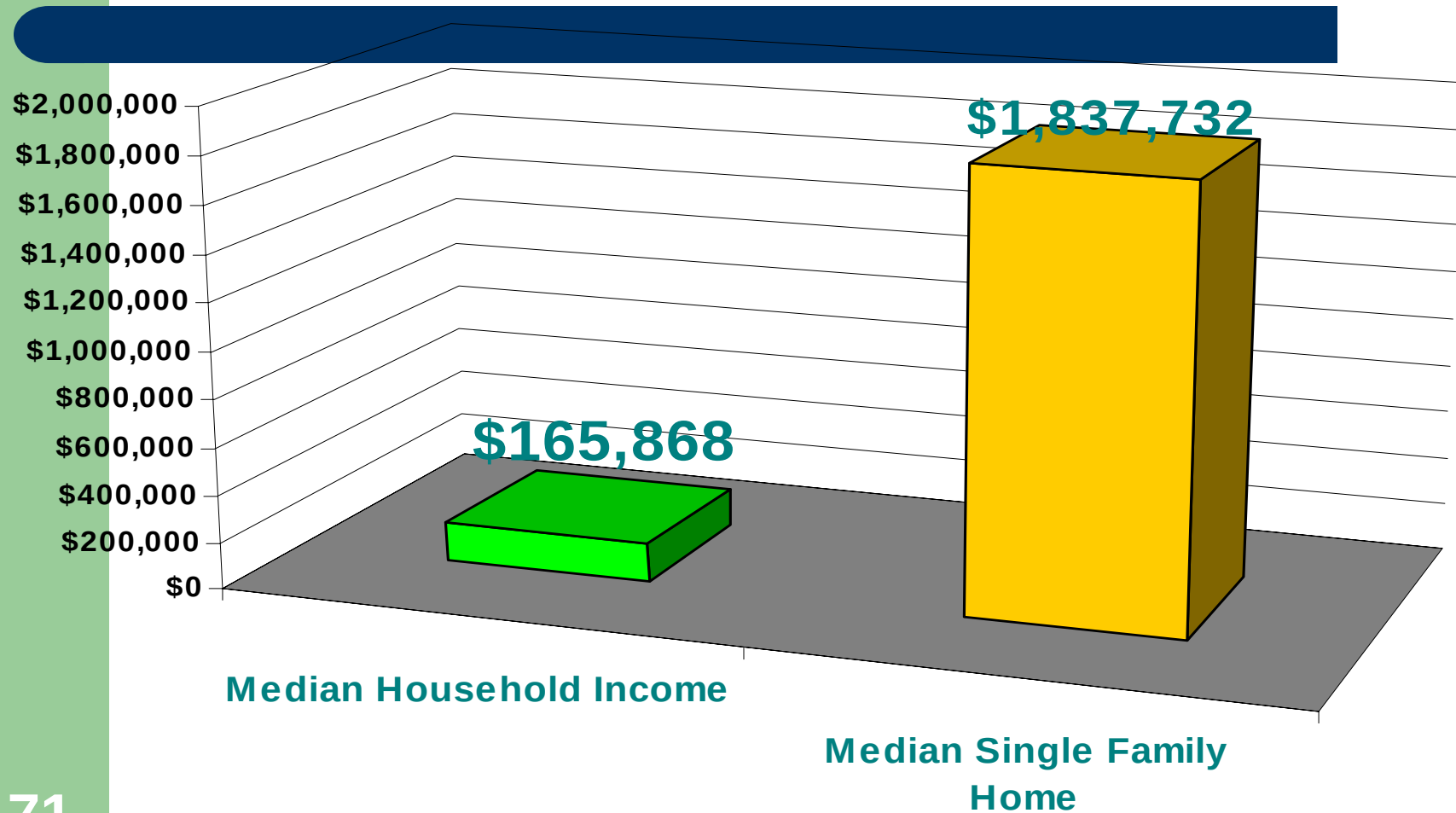


Household Income and Housing Affordability Today





Household Income and Housing Affordability in 2025





Cost of Orange County Homes in 2025

Orange County housing costs are projected to continue to outstrip gains in wages and income

- Global real estate market entails upward price pressures even if growth in local incomes grow slowly due to Orange County's:
 - Sustained high levels of job creation as Orange County continues to be engine of Southern California economy
 - Global reputation for high quality of life
 - Continued undersupply of new housing unit production to meet sustained demand



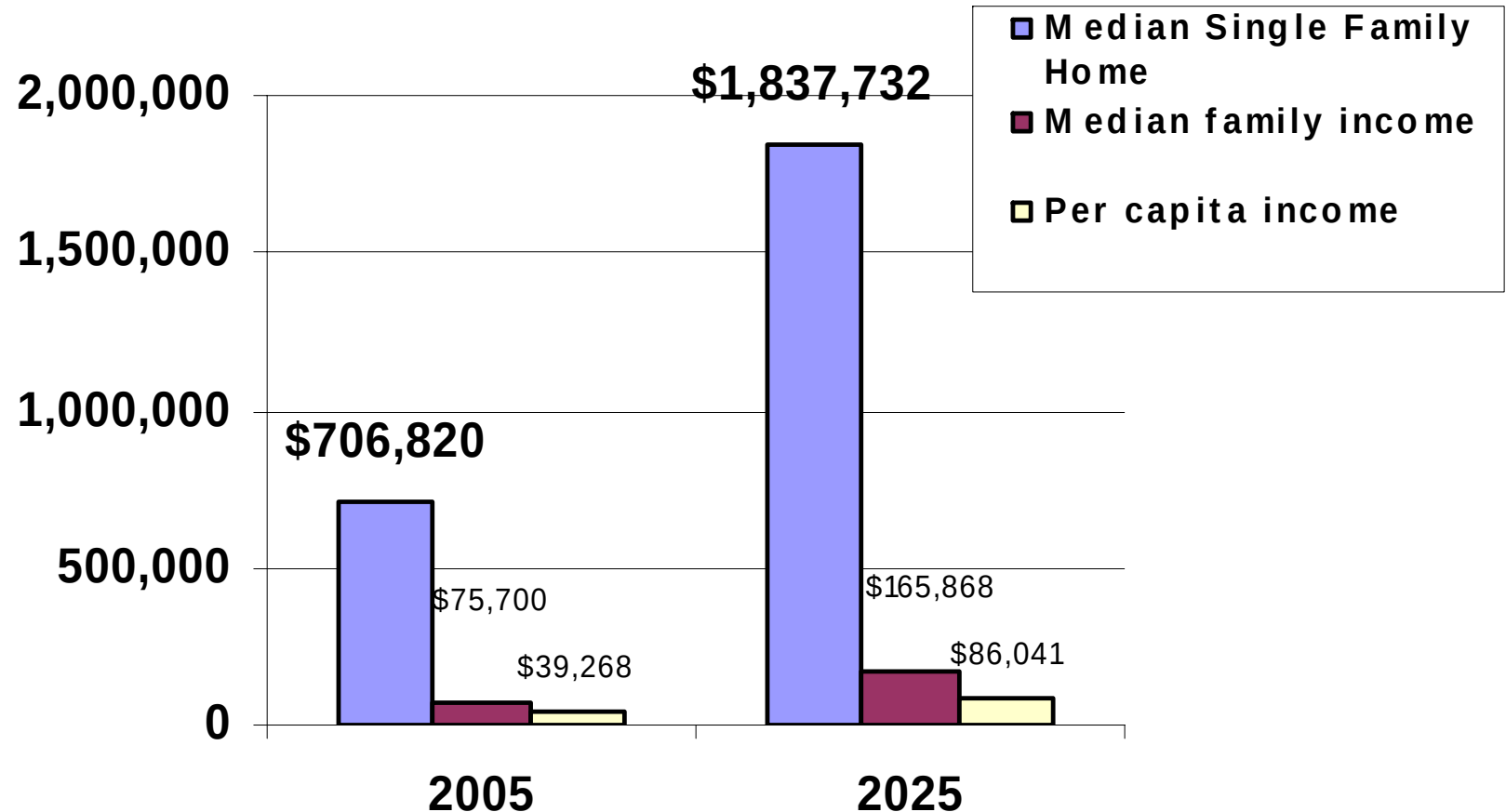
Cost of Orange County Homes in 2025

Home costs are projected to continue to outstrip income gains

- Assuming 4% a year income gains (the rate of growth in the last decade) and 8% a year housing gains (half the rate of 1999-2005)...
- Median single family home value--\$1,837,732
- Per capita income--\$87,711
- Median family income--\$169,087
- Homes go from 9.4 times the median family income to 10.87 times the median family income



Comparison of Home Prices to Income -- 2005 vs. 2025





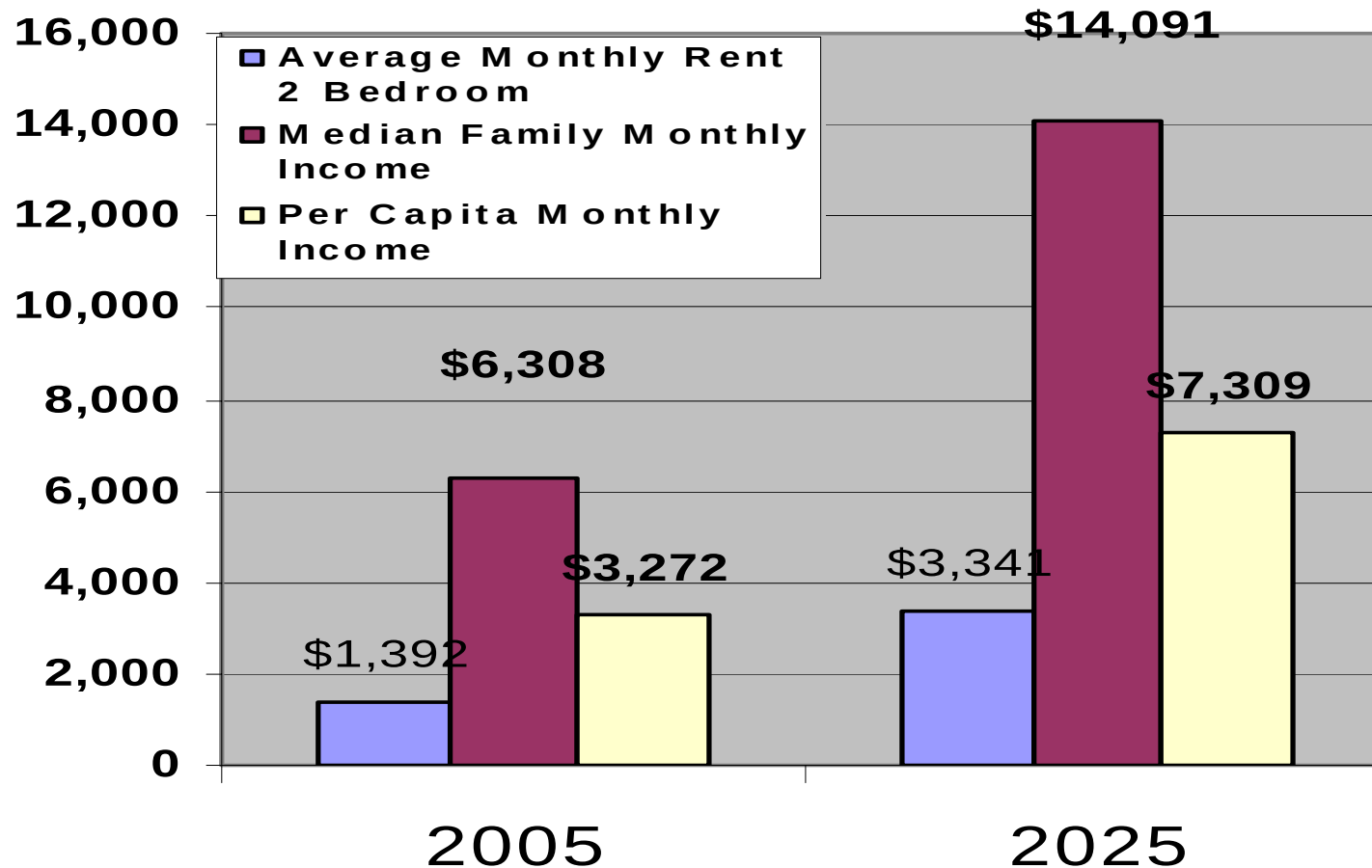
Cost of Orange County Rentals in 2025

Home costs are projected to continue to outstrip income gains

- As Baby Boomers retire and sell large homes, many will seek out and pay higher rents for apartments in high standard of living Orange County venues
- Assuming 4% a year income gains (the rate of 1994-2003) and 7% a year rental cost gains (the rate of increase 2000-2005)...
- Monthly rent 2 bedroom-\$3,341
- Per capita monthly income--\$7,309
- Median family monthly income--\$14,091

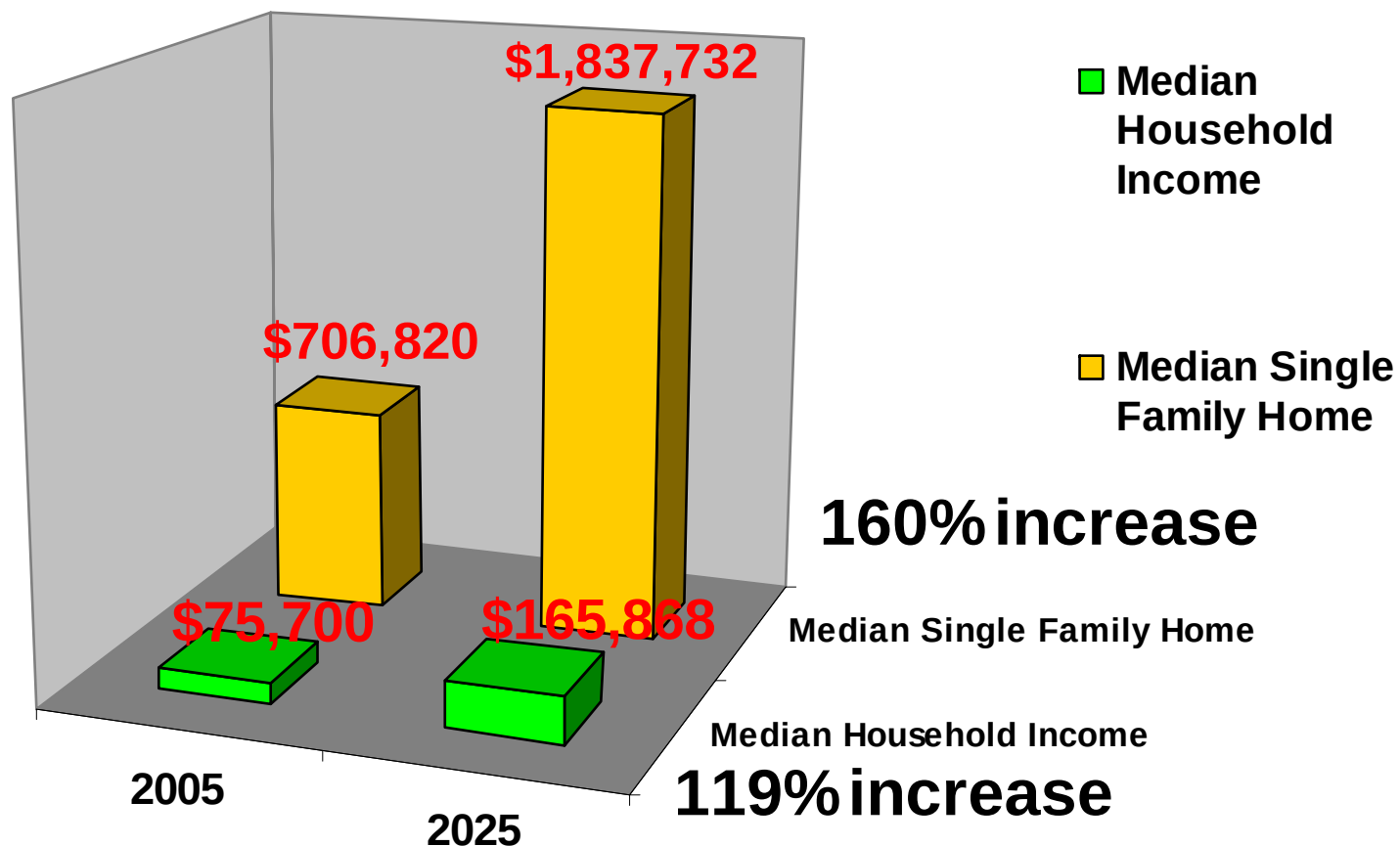


Comparison of Monthly Rent to Income 2005 vs. 2025





From Another View...





Part VI: Summary

Lessons Learned and an Agenda for 2025 Workforce Planning



How Will Orange County's Economy Change in the Next 20 Years?

The county's economy and job creation will continue to expand. Biggest growth projected to occur in:

- Business Professional Services (doubling)
- Leisure and Hospitality -- Tourism
- Education and Health Services
- Construction



How Will Orange County's Economy Change in the Next 20 Years?

Orange County's Strategic Location Enables Benefits From Global Marketplace

- Emergence of Health Services as Orange County's second largest cluster
- Aging population remaining in Orange County due to high quality of life will increase demand for Health Service
- Computer Software, Communications, and Energy/Environmental clusters are growth drivers

Key Clusters at Risk Without Proactive Cluster Support

- Significant reduction of Computer Hardware and Defense and Aerospace Clusters employment likely without action
- Slight decrease forecast in Biomedical without proactive Economic Development catalysts



What Type of Workforce Will Orange County Require in 2025?

More Science, Math, Engineering, and Technology Education & Training

At least 1/3 of future jobs will demand skills in the STEM disciplines (Science, Technology, Engineering, and Mathematics) (US Department of Labor)

Currently, about 20% of undergraduate and graduate degrees given by Orange County universities are in these disciplines

Older OC Workers Will Be In Demand

Less than 1% long-term annual growth in workforce size likely means more older workers delaying retirement to fill jobs that a forecasted under-sized, under-educated, and under-skilled workforce is unable to do



Significant Education and Skills Gaps are Forecasted -- What Can We Do to Avoid Them?

- In 2005, there were 13,396 UC/CSU eligible high school graduates. Orange County's Hispanic high school student population is the fastest growing segment of our K-12 population
- If current rates of Hispanic UC/CSU remain constant at 18%, there will only be 12,875 UC/CSU eligible students graduating in Orange County in 2014-15. This translates into 4% less college eligible OC students in a 2025 environment of a 44% larger Orange County workforce and higher skill demands.
- If 43.0% of current 12th graders obtain advanced educational degrees, there will be just 14,972 new graduates each year with these degrees in the workforce.
 - Meanwhile, 18,000 new jobs will be created every year in our economy that will demand these degrees
 - That's an annual shortfall of more than 3,000 skilled workers

To bridge the gap of tomorrow, we need to do a better job at bridging today's educational divide: improving educational attainment among our most underachieving student populations



Caveats: Could Global Competitive Trends Reshape our 2025 Projections?

“Personal Service” occupations, such as Business/Professional Services and Healthcare, where value is built in the personal interaction of a worker and his/her client, are difficult to outsource. What could change?

Some potential negative trends include:

- Technological changes may result in reduced demand for workers in Professional and Business Services and Retail Trade as more jobs become automated
- Information Technology allows global outsourcing of some Professional and Business Services that may reduce OC labor demand in this cluster
- Retail jobs may increasingly go to mature workers looking for low wage supplemental income



What Does an Aging Population Mean for Workforce Development in 2025?

Older working population of Baby Boomers at the peak of their earning potential and living longer and healthier lives

- **Delayed Retirement in many cases**
- **Their technical, experience, and employability skills will be in great demand by Orange County employers**
- **Pension and/or Social Security shortfalls force workers to continue to work in order to maintain their current lifestyle**



A Workforce Agenda for 2025

Goal: to create a competitive and “fit” workforce for the County’s innovation-driven economy for 2025 and beyond

Challenges: To constructively address the critical issues that could detrimentally affect our ability to develop, cultivate, attract and retain such a workforce, namely:

- Housing affordability at all wage-earning levels
- Educational Attainment to maintain competitiveness
- English Fluency to bring along underachievers
- Training & Skills development to meet cluster demands



Housing

- Exploring, identifying and building consensus around feasible affordable housing solutions throughout Orange County, but targeted especially to those areas of extreme population density
- Frequently, due to the gap between low rental and homeownership affordability and lack of income growth in service sectors, two and even three families must share a single housing unit, causing great strain on their neighborhood's infrastructure and causing traffic and parking congestion, lack of access to parks and recreational opportunities, and strains on already overloaded community services
- Result is that more young working families are being priced out of the OC market and are leaving -- losing our "best and brightest"



Educational Attainment

- Reducing the County's student dropout rate by supporting alternative schools and complementary K-12 extracurricular programs that keep students motivated and in school
- Current efforts are not making a significant dent in Orange County dropout rates
- Young adults who enter the workforce without graduating from high school will not be able to qualify for good paying jobs and will face a lifetime of underachievement
- Increasing the enrollment and success rate of adult residents pursuing their GED or equivalent. Undereducated Orange County adults in the workforce cannot compete effectively for desirable jobs that pay sustainable wages and therefore must settle for low paying service jobs



English Fluency

- Increasing the enrollment and success rate of students and adult residents seeking to become fluent in English. Lack of English language skills hurts our neediest residents in several interrelated ways:
 - Inability to access sustainable jobs opportunities being created by the Orange County economy
 - Inability to effectively access education and job training necessary to advance beyond low skilled, low wage occupations
 - Inability to understand or access work-related community services such as childcare and healthcare
- What has been a barrier to advancement can be turned into an opportunity. Clusters such as Healthcare are increasingly requiring bilingual staffing



Training and Skills Development to Meet Cluster Demands

- Industry clusters that will provide a growing number of good paying, quality jobs in Orange County are clearly described in earlier sections of this presentation, along with the skills, knowledge, and abilities needed to prepare for these occupations
- Focused education and training emphasis upon these clusters will yield measurable “return on investment” results
- The Orange County Healthcare Collaborative, a consortium of workforce professionals and industry leaders coming together around the common agenda of a shortage of skilled nurses, is a good model that has already yielded significant positive results in Orange County. Similar efforts in other targeted industry clusters will likely yield similar positive results



The End!



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