

California Jobs First Collaborative Meeting

May 17, 2024

8:30 to 10:00am

Zoom Video Conferencing

<https://us02web.zoom.us/j/86993468590?pwd=bkRibjZGaCtoSVFZMTNxNEtwN2ZJdz09>

Webinar ID:

869 9346 8590

AGENDA

1. Call to Order
2. Public Comments
3. Collaborative Comments and Updates
4. **Action:** Approve Priority Sectors
5. **Action:** Approve Investment Sector Coordinator RFQ
6. Discussion: Review Strategy Refinement
7. Adjournment

An aerial photograph of a city at dusk, featuring a prominent blue rectangular overlay in the center. The overlay contains the text 'Priority Industry Selections' in a large, black, sans-serif font. Two vertical red bars are positioned on either side of the text, partially overlapping the blue overlay. The background shows a cityscape with various buildings, including a tall, modern skyscraper on the right, and a highway with traffic in the foreground. The sky is a mix of blue and purple hues, suggesting twilight.

Priority Industry Selections

Current List

An aerial photograph of a city, likely Los Angeles, showing a large hospital complex in the foreground with several tall, modern buildings. The rest of the city is visible in the background, with a hazy sky.

1. Ambulatory Health Care Services
2. Hospitals
3. Nursing and Residential Care Facilities
4. Social Assistance
5. Apparel Manufacturing
6. Fabricated Metal Product Manufacturing
7. Computer and Electronic Product Manufacturing
8. Miscellaneous Manufacturing
9. Education Services
10. Construction of Buildings
11. Specialty Trade Contractors
12. Accommodation
13. Food Services and Drinking Places

Staff Recommend List of 10

1. Ambulatory Health Care Services (\$78,967)
2. Hospitals (\$90,713)
3. Social Assistance (\$28,337)
4. Computer and Electronic Product Manufacturing (\$151,517)
5. Miscellaneous Manufacturing (\$87,030)
6. Education Services (\$44,058)
7. Construction of Buildings (\$92,982)
8. Specialty Trade Contractors (\$78,518)
9. Accommodation (\$50,324)
10. Food Services and Drinking Places (\$30,710)

Staff Rationale

1. Maintain integrity and balance of original 5 sectors before state gave feedback.
2. Maintain the two philosophies of the collaborative to expand industries that generally have lots of "high quality" jobs and supporting industries that may lack "high quality" jobs.
3. Prioritized the industries that had the higher employment base within sectors. For example, Computer and Electronic Product Manufacturing over Apparel Manufacturing.

Selection Process

1. Vote to approve staff recommendation
2. The collaborative votes on the list of 13 and the top 10 move forward.
3. The collaborative decides if each of the original five sectors are guaranteed at least one industry and then votes for the top 10.

Orange County Jobs First Collaborative

Request for Qualifications- Catalyst Sector Investment Coordinators

Summary

The Orange County Jobs First Collaborative is soliciting proposals in response to Request for Qualifications, for the positions of Catalyst Sector Investment Coordinators. The Orange County Business Council is the program lead and will be your primary point of contact. Charitable Ventures (CV) is the grant fiscal agent and will be your contracting partner, if awarded.

The RFQ is comprised of the following parts:

Section 1 – Proposal Information, Organization, and Content Attachment

Section 2 – Description of Services

Attachment A – Title Page

Attachment B – Sector Investment Coordinator Catalyst Program Narrative Questions

Attachment C – Conflict of Interest Form

Attachment D – Evaluation Guidance

Attachment E – Pre-Development Activities

Attachment F – Preliminary Regional Investment Initiative Project Criteria

Attachment G – Priority Industries

Attachment H – Current Orange County Jobs First Collaborative Members

Attachment I – Letter of Intent to Apply

Attachment J – Notice Regarding California Public Records Act

PROPOSAL TIMELINE (Subject to Change)	DATE
RFQ Released	May 17, 2024
Intent to Apply	June 1, 2024
Submission Deadline	June 17, 2024
Evaluation of Proposals	June 18-July 3, 2024
Consultant Interviews – If necessary	June 18-July 3, 2024
Final Selection	July 14, 2024

Proposal Submission

Email one (1) PDF copy of your Proposal to jobsfirst@ocbc.org

Orange County Business Council must receive all parts of your proposal before the Proposal Due Date/Time. Any proposal received after the Proposal Due Date/Time will be rejected.

All submissions could be considered a matter of public record.

Note: “proposer,” “consultant,” and “firm” may be used interchangeably throughout this document.

OCBC contact

Maria Linares, Business Initiatives Manager

Orange County Business Council

Email: mlinaires@ocbc.org

Please notify Maria Linares of your interest in this RFQ to be added to a distribution list to be notified of updates about this RFQ.

Period of Performance

The estimated period of performance for this contract is 24 months

Selection Process

1. Proposers may or may not be invited for an interview.
2. Charitable Ventures (CV) does not reimburse proposers for any cost of proposal preparation, even if RFQ is cancelled.
3. With the release of this RFQ, communication between the proposer and any voting member of the Orange County Jobs First Collaborative (see attachment H), except when and in the manner expressly authorized in this RFQ. Violation of this restriction is grounds for disqualification.
4. CV shall award the contract for this RFQ to the firm(s) that the Orange County Jobs First Collaborative deems to have provided the best value, most responsive and/or the best qualified for contract award.
5. All proposers should be aware of the Insurance Requirements for contract award. The Certificate of Insurance must be provided by the successful proposer prior to contract award. A contract may not be awarded if insurance requirements are not

met. The insurance requirements may be viewed at:
Endorsements for the following are necessary as a part of meeting the insurance requirements:

- Commercial General Liability
- Business Auto Liability
- Workers' Compensation/Employer's Liability

Endorsements shall include:

- Additional Insured
- Primary, Non-Contributory
- Waiver of Subrogation
- Notice of Cancellation

Please be advised that, CV may only consider minor modifications that clarify clauses in its existing contract template, and shall not entertain making major/substantive changes to or removing any clause, specifically:

- Invoicing for Payment
- Invoicing Format and Content
- Penalty
- Work Products and Related Work Materials
- Ownership, Confidentiality, and Use of Work Products
- Indemnity
- Insurance

CONTRACT LANGUAGE IS SUBJECT TO CHANGE BY CV PRIOR TO CONTRACT EXECUTION. ADDITIONAL LANGUAGE AND REQUIRED DOCUMENTS WILL BE INCLUDED IN CONTRACT DOCUMENTS.

OCBC RIGHTS

1. OCBC reserves the right to:
 - Disqualify any and all proposals that are not submitted in accordance with the required format described in this RFQ;
 - Disqualify any and all proposals that don't comply with OCBC's Conflict of Interest Policy;
 - Reject any and all proposals submitted;
 - Waive what SCAG deems to be a minor irregularity in a firm's submission;
 - Request additional information;
 - Award all or part of the work contemplated in this RFQ;
 - Remedy errors in the RFQ;
 - Cancel the entire RFQ;
 - Issue subsequent RFQ;
 - Approve or reject the use of a particular subconsultant/supplier;

- Negotiate with any, all or none of the proposers. If SCAG is unable to negotiate final contract terms and conditions that are acceptable to SCAG, SCAG reserves the right to award the contract to another proposer;
 - Award a contract to other than the lowest priced proposal;
 - Award a contract without interviews, discussions or negotiations;
 - Award a contract to one or more proposers;
 - Only award a contract or any portion thereof to a firm that possesses a valid business license. Firms **must** possess the license from any city or state by the RFQ due date. SCAG must be provided with a copy of this license, if requested; and
 - Only award a contract or any portion thereof to a firm that passes any references checks.
2. If applicable, CV reserves the right to have software developed under CV's contract, not incorporate proprietary and/or third party software components. This does not preclude the development of deliverables which interface with commonly-available off-the-shelf software. However, consultants must determine in advance whether CV already has, or is willing to procure, appropriate licenses for any proprietary and/or third-party software that would be required. Consultants must also provide the impacts of any enhancements and upgrades. CV will require delivery of documentation and source code for all electronic intellectual property developed under a CV contract prior to releasing final payment to the consultant.

Notification of Right to Protest Contract Award

Proposers have the right to protest the contract award. A written protest must be filed with OCBC within five (5) working days after posting the Notice of Intent to Award. OCBC will not accept any verbal protests. The protest must be a detailed, written statement of the protest grounds. The protest must be submitted to OCBC via email at:

Jesse Ben-Ron, Vice President of Business Initiatives
 Orange County Business Council
 Email: jbenron@ocbc.org

The contract award is held up when OCBC receives the protest on time. The contract may not be awarded until the protest is either withdrawn or a decision has been rendered.

Section 1- Proposal Information, Organizations, and Content Attachment

All proposals shall contain the following information, at a minimum:

Completion of Title Page (Attachment A)

Profile of Firm

- Please provide a brief history/background of your organization, including a

statement indicating if the firm is local or national and a summary of the representative's background and preferably recent or current clients/projects. (Max 250 words)

- Identification of the individuals who will perform the work, including officers, project manager and key staff. Include bios or resumes for key individuals. **Do not include social security numbers, non-business (personal) phone numbers or address in a resume as this information may become public under the California Public Records Act.**

Completion of Program Narrative Questions (Attachment B)

Cost Proposal

- Propose fully burdened hourly rate for each individual in the proposal and estimate of average monthly total hours.

References

- Provide a list of at least three references, including the names of contacts within the firms.

Letter of Intent to Apply (Attachment I)

- It is mandatory that an applicant complete and deliver a Letter of Intent to Apply that lists all tasks (see Description of Services Page) that the applicant will be applying for. This letter is due by 5:00 pm PST June 1, 2024.

Other Required Forms

- The Conflict-of-Interest Statement (Attachment C) must be fully completed by any current voting member of the Orange County Jobs First Collaborative or if the firm has vested interest in the success of a voting member of the Orange County Jobs First Collaborative (prime and all subconsultants).
- The Notice Regarding California Public Records Act (Attachment J) must be completed by any applicant.

Background:

California Jobs First (formerly CERF) is a program developed by the state of California to build a community-led, climate-forward economy by aligning investments and maximize benefits across state agencies and departments who are responsible for economic, business, and workforce development.

\$5 million dollar planning grants were distributed to 13 different regions covering all of California to support the development of a highly diverse collaborative. These collaboratives will encourage engagement, create inclusive and equitable economic plans, build capacity, and break down silos. Plans developed during the Planning Phase (currently ongoing) will inform projects eligible for funding during the Regional Investment Initiative Phase. The Regional Investment Initiative will consist of \$275 million over three years to fund regionally approved projects to accelerate economic and workforce projects throughout the state. These projects should have the primary focus of uplifting disinvested communities and protecting our environment. For further details of the project criteria for the Regional Investment Initiative see Attachment F.

During the Planning Phase, the state introduced Catalyst funding to ensure the Regional Investment Initiative effects systemic changes in regional economies, the Catalyst Program reserves up to \$14 million for each California Jobs First region to bridge the gap between each region's Jobs First Strategies and implementing projects designed to achieve outcomes that align with those strategies. Catalyst funds will support each region's Jobs First Collaborative to invest \$9 million in pre-development activities, enabling regions to take projects from exploratory and last-mile to ready-to-go projects that can access local, state, and federal government funds, as well as private and philanthropic investments. The projects that will ultimately be realized through the support for Catalyst Funds will have similar if not the same criteria as the Regional Investment Initiative in Attachment F.

Objective:

This contract's purpose is to obtain services of up to five consultants, known as Sector Investment Coordinators, to support the Orange County Jobs First Collaborative in execution of the Catalyst grant awarded to the region. The collaborative seeks to engage sector investment coordinators, with the description of services listed below, to advise it on how to fund \$9 million in pre-development activities. A list of pre-development activities can be found in Attachment E. Although not a requirement, experience in Orange County, and especially in Orange County's historically disinvested communities, is preferred.

The proposal must describe the qualifications and proposed approach specific to the desired work assignments. The collaborative will select up to five sector investment coordinators for a contract term through September 2026 and may request on-call services for any of the elements listed in the description of services.

Section 2- Description of Services

Element 1

Support the collaborative in outreach about the Catalyst Program funding opportunities and the application process. The Sector Investment coordinator will also need to aid prospective applicants to better understand what pre-development activities that are relevant to their project(s), and the overall process to get projects implementation funding eligible and/or support fellow Sector Investment coordinators in doing the same. A strong candidate would have experience with outreach and engagement to diverse stakeholders and providing technical assistance to grant applicants for community development projects serving historically disinvested communities. An understanding of any industries listed in Attachment G is preferred

Element 2

Once applications are submitted catalog projects as “exploratory” (agreed-upon ideas that are at the very initial phases) “last-mile” (agreed-upon projects that need the final piece of the puzzle to begin development), “shovel ready,” or identify projects as non-viable. Identify projects that align with priority industry sectors, career pathways that have or lead to quality jobs, and transition the region to net zero-powered economy. Meet with project sponsors to learn more about the projects and to prepare additional background, including an analysis of project viability within the constraints of CJF funding. Provide the Collaborative with recommendations on which activities should receive funding. A strong candidate would have experience with the pre-development activities listed in Attachment B and understand the project entitlement process. An understanding of any industries listed in Attachment G is preferred.

Element 3

Coordinate with state staff and regional partners to find and apply for state, federal, regional, local and private grants, and other models of financing. Based on the priority industries and strategies determined in the planning phase, and the applications for funding being received, the sector investment coordinator(s) will help provide grant writing consultation and direct support that could fund further pre-development activities and/or funding for ready-to-go projects. Where possible, assist project sponsors in aligning Collaborative-Identified projects with Federal and State funding. A strong candidate would have extensive experience in working on applications awarded federal and state grants, with extra consideration for experience in regional, local and private grants, and other models of financing, especially in historically disinvested communities. An understanding of any industries listed in Attachment G is preferred.

Element 4

Track the progress of project sponsors and facilitate the resolution of impediments to their successful completion, including delivery of community benefits associated with Coalition-identified projects. This may include facilitating training opportunities, procurement technical assistance, and business matchmaking to ensure local workers and businesses understand and can access employment and procurement related to approved projects.

Element 5

Based on the Regional Economic Development Plans developed during the Jobs First Planning Phase, assist the Coalition in reviewing and submitting comments on the draft RFP to ensure Coalition-supported projects are competitive. Based on the priority industries and strategies determined in the planning phase, and the applications for funding being received, the sector investment coordinator(s) will help identify and provide grant writing consultation services that could fund "ready to go" projects, with a priority for their time being projects that serve historically disinvested communities. A strong candidate would have extensive experience working on applications awarded federal grants, especially in historically disinvested communities. An understanding of any industries listed in Attachment G is preferred.

Element 6

Liaise with workforce and economic development partners, High Road Training Partnerships, community-based organizations, and others capable of contributing to the success of strategies and priorities in the regional plan and Coalition-identified projects. The goal is the project to build an ecosystem around identified industries or sectors. This role will support the regional convener in promoting catalyst funding throughout the community, but especially historically disinvested ones. This role will also look to connect prospective or funded pre-development activities to other similar initiatives to support better collaboration and partnerships. A strong candidate would have familiarity with the partners listed above in Orange County, and especially in historically disinvested communities. An understanding of any industries listed in Attachment G is preferred. A list of all the pre-development activities can be found in Attachment E.

Element 7

Work with the collaborative and the regional convener on growing industries prioritized in the Planning Phase. Based on the priority industries and strategies determined in the planning phase this role will provide technical advice on how their fellow sector investment coordinators and the collaborative can grow those industries. This would entail recommendations on talent pipeline, state and federal technical assistance and funding, financing mechanisms, small business participation, supply chain resilience, landscape analysis of missing assets and components to grow priority industries. The priority industries are listed in Attachment G. A strong candidate

would understand successful regional economic development models locally, nationally, and/or internationally.

Element 8

Provide or procure Technical Assistance for pre-development activities and implementation grant applications and administration. This role will provide support to the organization(s) whose implementation ready project receives funding from the Regional Investment Initiative.

Note that this RFQ will select up to five investment coordinators to satisfy the description of services. It is not expected that one entity/person be able to adequately complete every task. Each applicant will have the chance to respond to all tasks they believe are a good candidate for but do not need to respond to every task.

Projected Timeline

Anticipated tasks will occur from the execution of a contract with the fiscal agent (Charitable Ventures), until September 2026. However, activities outlined in the various tasks could see a significant drop-off in work required once the funding is awarded and projects are fully initiated by project sponsors.

Attachment A-Title Page

SECTION 1. GENERAL CONTACT INFORMATION

Primary Contact _____

Title _____

Telephone No. _____

E-mail Address _____

Website _____

Address (If
Applicable) _____

SECTION 2. REMITTANCE ADDRESS (IF DIFFERENT FROM FORM W-9)

Company Name _____

Address _____

City _____

State _____

Zip Code _____

Telephone No. _____

SECTION 3 PROPOSER'S/BIDDER'S LIST INFORMATION (REQUIRED)

Is your firm a
Disadvantaged
Business
Enterprise
(DBE)?

Yes

No

As defined in Title 49 Part 26.11 of the Code of Federal Regulations, complete the required information below regardless of whether your firm is a DBE or non-DBE:

Signed by:

Signature:

Date:

Attachment B- Sector Investment Coordinator Catalyst Program Narrative Questions

Instructions: Answer any applicable questions regarding the Sector Investment Coordinator application for Catalyst Program funds. Refer to Catalyst Sector Investment Coordinators RFQ for more information, if needed. In this document, the term “disinvested communities” is referenced several times. One of the baseline requirements for this work is that at least 40% of funds provide direct, meaningful, and assured benefits to disinvested communities; applicants will need to identify and explain benefits in their applications. To see the census tracts that qualify as disinvested communities in Orange County can be found on Map 2 of 4, Map 3 of 4, and Map 4 of 4 [here](#). If you have any questions about this application, please contact jobsfirst@ocbc.org.

Below are the main elements that this position will undertake. As mentioned in the RFQ, there is not an expectation that any one applicant can satisfy all the requirements, but up to five of these positions will be selected to ensure that every task can be adequately addressed.

Element 1

Support the collaborative in outreach about the Catalyst Program funding opportunities and the application process. The Sector Investment coordinator will also need to aid prospective applicants to better understand what pre-development activities that are relevant to their project(s), and the overall process to get projects implementation funding eligible and/or support fellow Sector Investment coordinators in doing the same. A strong candidate would have experience with outreach and engagement to diverse stakeholders and providing technical assistance to grant applicants for community development projects serving historically disinvested communities. An understanding of any industries listed in Attachment G is preferred

Element 2

Once applications are submitted catalog projects as “exploratory” (agreed-upon ideas that are at the very initial phases) “last-mile” (agreed-upon projects that need the final piece of the puzzle to begin development), “shovel ready,” or identify projects as non-viable. Identify projects that align with priority industry sectors, career pathways that have or lead to quality jobs, and transition the region to net zero-powered economy. Meet with project sponsors to learn more about the projects and to prepare additional background, including an analysis of project viability within the constraints of CJF funding. Provide the Collaborative with recommendations on which activities should receive funding. A strong candidate would have experience with the pre-development activities listed in Attachment B and understand the project entitlement process. An understanding of any industries listed in Attachment G is preferred.

Element 3

Coordinate with state staff and regional partners to find and apply for state, federal, regional, local

and private grants, and other models of financing. Based on the priority industries and strategies determined in the planning phase, and the applications for funding being received, the sector investment coordinator(s) will help provide grant writing consultation and direct support that could fund further pre-development activities and/or funding for ready-to-go projects. Where possible, assist project sponsors in aligning Collaborative-Identified projects with Federal and State funding. A strong candidate would have extensive experience in working on applications awarded federal and state grants, with extra consideration for experience in regional, local and private grants, and other models of financing, especially in historically disinvested communities. An understanding of any industries listed in Attachment G is preferred.

Element 4

Track the progress of project sponsors and facilitate the resolution of impediments to their successful completion, including delivery of community benefits associated with Coalition-identified projects. This may include facilitating training opportunities, procurement technical assistance, and business matchmaking to ensure local workers and businesses understand and can access employment and procurement related to approved projects.

Element 5

Based on the Regional Economic Development Plans developed during the Jobs First Planning Phase, assist the Coalition in reviewing and submitting comments on the draft RFP to ensure Coalition-supported projects are competitive. Based on the priority industries and strategies determined in the planning phase, and the applications for funding being received, the sector investment coordinator(s) will help identify and provide grant writing consultation services that could fund "ready to go" projects, with a priority for their time being projects that serve historically disinvested communities. A strong candidate would have extensive experience working on applications awarded federal grants, especially in historically disinvested communities. An understanding of any industries listed in Attachment G is preferred.

Element 6

Liaise with workforce and economic development partners, High Road Training Partnerships, community-based organizations, and others capable of contributing to the success of strategies and priorities in the regional plan and Coalition-identified projects. The goal is the project to build an ecosystem around identified industries or sectors. This role will support the regional convener in promoting catalyst funding throughout the community, but especially historically disinvested ones. This role will also look to connect prospective or funded pre-development activities to other similar initiatives to support better collaboration and partnerships. A strong candidate would have familiarity with the partners listed above in Orange County, and especially in historically disinvested communities. An understanding of any industries listed in Attachment G is preferred. A list of all the pre-development activities can be found in Attachment E.

Element 7

Work with the collaborative and the regional convener on growing industries prioritized in the

Planning Phase. Based on the priority industries and strategies determined in the planning phase this role will provide technical advice on how their fellow sector investment coordinators and the collaborative can grow those industries. This would entail recommendations on talent pipeline, state and federal technical assistance and funding, financing mechanisms, small business participation, supply chain resilience, landscape analysis of missing assets and components to grow priority industries. The priority industries are listed in Attachment G. A strong candidate would understand successful regional economic development models locally, nationally, and/or internationally.

Element 8

Provide or procure Technical Assistance for pre-development activities and implementation grant applications and administration. This role will provide support to the organization(s) whose implementation ready project receives funding from the Regional Investment Initiative.

1. Based on the elements listed above, please list which one(s) you would like to do under this role. Please copy and paste element(s) and description into the body.

2. Based on the elements listed in Question 1. Please provide your qualifications to better understand why you would be a strong candidate for this role. Please list the element, and then provide your answer. Please keep your answers to a max of 500 words per assignment.

3. Please see attachment (Attachment E) in the RFQ. Please provide examples of projects or activities that you have experience with that would meet any or all the outcomes or criteria listed in the attachment. If possible, focus as much of your response around examples and outcomes in disinvested communities. Please keep your answers to 500 words max.

4. Please discuss the activities and approach that would address the intent of each element that you're proposing on?

Attachment C- Conflict of Interest Statement

SECTION I: INSTRUCTIONS

All voting members of the Orange County Jobs First Collaborative seeking this contract must submit a Conflict-of-Interest Statement along with the proposal. This requirement also applies to any proposed subconsultant(s). Failure to comply with this requirement may cause your proposal to be declared non-compliant. If you are not a voting member of the Orange County Jobs First Collaborative, you may disregard this section.

SECTION II: CONFLICT OF INTEREST STATEMENT

As a voting member of the Orange County Jobs First Collaborative, I acknowledge that I will be prohibited from voting on allocating catalyst funding to pre-development activities that directly benefit my current employer, and/or current client, and/or serve on a board or executive committee of. I will also not deliberately modify my approach or assessment of the activities that directly benefit my current employer, and/or current client, and/or serve on a board or executive committee of or any that would reasonably be considered as competition to those activities.

This Validation Statement must be completed and signed by at least one General Partner, Owner, Principal, or Officer authorized to legally commit the proposer.

DECLARATION

**I, (printed full name) _____, hereby declare that I am
the (position or title) _____ of (firm name) _____,
and that I am duly authorized to execute this Validation Statement on behalf of this
entity. I hereby state that this Conflict-of-Interest Statement dated _____
is correct and current as
submitted. I acknowledge that any false, deceptive, or fraudulent statements on this
Validation Statement will result in rejection of my contract proposal.**

Signature of Person Certifying for
Proposer (original signature required)

Date

NOTICE

A material false statement, omission, or fraudulent inducement made in connection with this Conflict of Interest Form is sufficient cause for rejection of the contract proposal or revocation of a prior contract award.

Attachment D-Evaluation Guidance

Criteria	Maximum Points
Approach clearly described, meets or exceeds project intent	20
Experience with projects of the similar size and scope	20
Experience with projects serving disinvested communities	20
Qualifications of key individuals	20
Cost is realistic for the services to be performed	20
References	Pass/Fail
Letter of Intent	Pass/Fail

Proposals must score 70 and above to be considered. Final decisions will be made to ensure that the applicant(s) that are selected can execute all aspects of the Request for Qualifications and at or under the budget cap of \$1.5 million.

Attachment E- Pre-Development Activities

Catalyst Pre-development grants can fund all or a specific portion of a multi-phased project. Projects include new and expanded programs, services, technology upgrades, and physical buildings and infrastructure. Pre-development activities include, but are not limited to:

i. Strategic Planning and Pre-Development

Feasibility studies; market analysis; environmental assessments, surveys, and remediation; site acquisition; site and development plans; project designs; permitting; establishing a regional tax increment financing district (TIF); drafting and negotiating Community Benefits Agreements and Community Workforce Agreements; establishing public-private partnerships, Community Development Corporations and Community Development Financial Institutions; revolving loan funds; joint powers authorities; financial planning (e.g., preliminary budget and construction financing); with the goal of establishing long-term funding opportunities for implementation of Planning Phase regional strategies;

ii. Environmental Infrastructure Development

Basic environmental infrastructure pre-development, construction, and development of long-term operations and maintenance plans for infrastructure such as: clean water supply systems; wastewater systems; waste disposal systems; pollution control services;

iii. Capacity Building and Project Support

Support costs for building and sustaining the capacity of project leads and partners, such as: investments in partner and local staff development; funding new and/or critical positions; acquiring or utilizing tools and resources to increase partner capacity for project planning and implementation; organizational capacity activities such as access to financial services or legal review; developing new pilot or demonstration projects and programs; participation and/or partnership with existing workforce programs; providing or securing technical assistance for partners.

Within these three project categories, Catalyst funds can be used for:

Exploratory Projects - Exploratory projects are in the early stages of development. They may be an idea or a back-of-the-envelope plan and may need dedicated funding to study and develop into potential projects and conduct feasibility assessments. There are no additional requirements of exploratory projects other than the basic requirements for all projects described above.

Last Mile Projects - Last-mile projects have completed feasibility assessments and are considered feasible and viable projects to achieve their stated objectives. These projects have undergone initial steps towards development and must clear a few additional hurdles (e.g. , site selection, permitting, and environmental review) before being considered ready to go.

Attachment F- Preliminary Regional Investment Initiative Project Criteria

PURPOSE

This document outlines target outcomes and baseline criteria for California Jobs First: Regional Investment Initiative Catalyst and Implementation Projects.

TARGET OUTCOMES

Catalyst and Implementation Projects should aim to improve economic competitiveness and economic resilience across the region.

€ Economic Competitiveness

- Projects should aim to strengthen the region to compete effectively in the global economy and deliver prosperity to the region. This includes leveraging a region's comparative advantage, diversifying its economy, and training its workforce to prepare for jobs in emerging industries.
- Project activities may include, but are not limited to:
 - Expand access to capital
 - Expand capacity for innovation and entrepreneurship
 - Retain existing businesses or promote new business development or expansion
 - Build the region's skilled workforce

€ Economic Resilience

- Projects should improve the region's ability to avoid, withstand, and recover from economic shocks. This includes foreseeing, adapting to, and leveraging changing conditions to a region's economic advantage.
- Project activities may include, but are not limited to:
 - Build capacity of organizations serving disinvested communities to compete for and administer federal and state grants
 - Build wealth in disinvested communities
 - Diversify regional economy

PROJECT CRITERIA

Catalyst and Implementation projects will be subject to the following criteria to be eligible for California Jobs First Regional Investment Initiative funding. Included below are baseline requirements that all projects must meet, qualities that will lead to additional points on an Implementation application, and prohibitions on Catalyst and Implementation funds.

Baseline requirements that all Regional Investment Initiative projects must meet.

⊘ Equity

- At least 40% of funds provide direct, meaningful, and assured benefits to disinvested communities; applicants will need to identify and explain benefits in their applications
- Include an applicant or co-applicant located in or serving a disinvested community
- Align with EO N-16-22, Racial Equity Executive Order
- Include equity impact assessment
- Include displacement analysis (and avoidance strategy if necessary)
- Include community engagement strategy with feedback mechanisms

⊘ Climate

- Align with major state climate goals and policies (e.g. SGMA, EO N-82-20, CARB Scoping Plan)

⊘ Job Quality and Access

- Promote the creation of family-sustaining jobs with healthcare and retirement benefits, upward mobility, access to training, consistent scheduling, safe working conditions, and opportunities for collective worker input
- Ensure equitable access to quality jobs for communities throughout the region

⊘ Other requirements approved by the collaborative yet to be determined

⊘ Approval by the region's Jobs First Collaborative

Implementation projects that include any of the following will receive additional points on their applications.

- ⊘ Greater than 40% of funds provide direct, meaningful, and assured benefits to disinvested communities, with points increasing with higher percentages
- ⊘ Create assets or programs owned or controlled by members of disinvested communities
- ⊘ Include local or targeted hire provisions

- ⊘ Include a Project Labor Agreement (PLA) or Community Workforce Agreement (CWA), or a Community Benefits Agreement (CBA)
- ⊘ Target training and support services to workers with employment barriers as defined in Chapter 2 of the California Unemployment Insurance Code
- ⊘ Fund alternative models of ownership for land, businesses, or other assets, such as worker-owned cooperatives, community land trusts, community investment, funds, or others
- ⊘ Directly leverage regional assets, investments, and processes with have additional funding attached
- ⊘ Other requirements approved by the collaborative yet to be determined

Activities prohibited from using Regional Investment Initiative funds.

- ⊘ New fossil fuel extraction infrastructure or activity, or enhancements to expand fossil fuel production

Attachment G- Priority Industries (TBD)

Attachment H- List of Current Orange County Jobs First Collaborative Members

CEO Leadership Alliance Orange County
American Indian Chamber of Commerce of California
Apolonio Cortes
Boilermakers Local 92
Chapman University
Charitable Ventures
Chrysalis
Cielo
Citizens Climate Lobby
City of Garden Grove
City of Santa Ana
Climate Action Campaign
Coastal Corridor Alliance
Cogstone Resource Management/Member of Gabrielino Tongva Community
Community Action Partnership of Orange County
Concordia University Irvine
Cooperacion Santa Ana
Cox Business
CSUF
CSUF Center for Entrepreneurship
Donia Kayali
Family Assistance Ministries
First 5 Orange County
Goodwill of Orange County
Greater Irvine Chamber
Hope Builders
Hospitality Training Academy
International Association of Machinists and Aerospace Workers Local 1930
International Brotherhood of Electrical Workers Local 441
Iron Workers Local 416
Iron Workers Local 433
Irvine Valley College
Jamboree Housing
Johnice Williams

Karen Sarabia
Kevin Phung
LA/OC Building and Construction Trades
Latino Health Access
League of California Cities OC
Maria Guadalupe Villa Vasquez
North Orange County Community College District
OC Black Chamber of Commerce
Orange County Conservation Corps
OC Grantmakers
OC Labor Federation
OCAPICA
OCCORD
Octane
OCBC
Orange County Coastkeeper
Orange County Community Foundation
Orange County Department of Education
Orange County Hispanic Chamber of Commerce
Orange Workforce Alliance
Payomkawichum Kaamalam
Plumbers & Steamfitters, Local 582
Sarah Riggs
SCAG
Sheet Metal Worker Local 105
SoCal Gas
Sokollin Tes
Sunrise Movement Orange County
Sustain SoCal
The Cambodian Family Community Center
The Kennedy Commission
THRIVE Santa Ana
UA Local Union 250
UMass Global
UNITE HERE Local 11
United Way of Orange County
UCI
Vital Link

Attachment I-Letter of Intent to Apply

Orange County Jobs First Collaborative,

Please see this letter of intent on behalf of (organization name), as proof of our/my desire to serve as a sector investment coordinator under the Catalyst Program for the California Jobs First Initiative. Specifically, I/we have an interest in the element(s) (list element number(s))

Signed by:

Signature:

Date:

Attachment J- Notice Regarding California Public Records Act

Section ① - Summary

A proposal submitted in response to this RFQ may be subject to public disclosure pursuant to the California Public Records Act, Cal. Gov. Code section 6250 et. seq., (the “Act”). The Act provides generally that all records relating to a public agency's business are open to public inspection and copying, unless specifically exempt from public disclosure under one of several exemptions set forth in the Act. If you believe that any portion of your proposal is exempt from disclosure under the California Public Records Act, **you must: 1). Mark such portion “TRADE SECRET,” “CONFIDENTIAL,” or “PROPRIETARY,” within your proposal; 2). Complete Section ② below, and 3). Include this Attachment in your submittal**, or your proposal will be subject to public disclosure under the Act. Proposals marked “TRADE SECRET,” “CONFIDENTIAL,” OR “PROPRIETARY” in their entirety will not be honored, and CV will not deny public disclosure of proposals so marked. By submitting a proposal with specific material marked “TRADE SECRET,” “CONFIDENTIAL,” or “PROPRIETARY,” you represent you have a good faith belief that the material is exempt from disclosure under the Act; however, such designations will not necessarily be conclusive. You may be required to further justify in writing why such material should not, upon request, be disclosed by SCAG under the Act. Fee and pricing proposals are not considered “TRADE SECRETS”, “CONFIDENTIAL”, or “PROPRIETARY”.

If CV denies disclosure, then by submitting your proposal you agree to reimburse CV for, and to indemnify, defend, and hold harmless CV, its officers, fiduciaries, employees, and agents from and against any and all claims, damages, losses, liabilities, suits, judgments, fines, penalties, costs, and expenses including, without limitation, attorneys' fees, expenses and court costs of any nature whatsoever (collectively, “Claims”) arising from, in connection with, or relating to CV’s non-disclosure. By submitting your proposal, you also agree to defend, indemnify, and hold harmless CV from and against any and all Claims arising from, in connection with, or relating to CV’s public disclosure of any such designated portions of your proposal if CV reasonably determines disclosure is deemed required by law, or if disclosure is ordered by a court of competent jurisdiction.

Section 2 - Exemption Request

Page Number of Proposal	Brief Explanation for the Exemption Under the Act and any Other Comments

Attach additional pages as necessary

Check here if proposer claims no exemption

Signature:

OC Regional Plan - Strategies (version 3)

In Part II of the Regional Plan, the OC HRTC will need to develop strategies that collectively address:

- Growth of targeted industries
- Increasing economic diversification within the region
- Responding effectively to economic shocks
- Increasing economic equity within the region
- Increasing health and environmental equity within the region
- Aligning actions within the region with state strategies and funding opportunities

The OC HRTC decided to limit the strategies included in the Regional Plan to 10-12 based on the general concept that two strategies could be approved for each category. Over one hundred strategies were proposed during the initial round of discussions. Many of the strategies were similar but had small, unique features. Several weeks ago, a vote was held, which narrowed the list to about 50.

The next step in the process is for each of the six working groups to review the voting outcomes and recommend narrowing the process. My proposed approach is to approve nine overarching (high-level) strategies with a set of priority sub-strategies/actions. Listed below are the nine overarching strategies, which will help organize the development and selection of projects, as well as sub-strategies/actions. On the following pages, each of the nine strategies is displayed in column 1, followed by the top vote-getting strategies in column 2. Column 3 is a further refined list of sub-strategies based on key concepts outlined in column 2.

1. **Career Pathways** - Improve education and workforce training opportunities that support career pathways to high-road jobs in priority industry sectors.
2. **Apprenticeships** - Increase apprenticeship opportunities that lead to high-road jobs in priority industry sectors in the region. Increase apprenticeship opportunities that lead to high road jobs in priority industry sectors in the region.
3. **Wrap-around Services** - Increase wrap-around services for healthy families and neighborhoods in disinvested communities.
4. **Small Business and Entrepreneurship** - Enhance access to capital, technical assistance, and other resources for small businesses and entrepreneurs.
5. **Workforce Housing** - Increase the availability and accessibility of affordable housing to workers in the region, including rental and ownership.
6. **Uplift Community Voices** - Improve community engagement in the creation of strategies and projects to ensure the highest benefit to disinvested communities.
7. **Technology and Innovation** - Invest in innovation, research, and industry cluster development in new, green, and emerging technologies, including energy, transportation, and infrastructure.
8. **Culturally Competent Engagement**: Respect workers, residents, and business owners by following their community norms and customs when engaging with them.
9. **Sustainable Environment** - Make Planning and Development Decisions that enhance the environment or at least do no harm.

	Overarching Strategy	VOTED ON STRATEGIES	Revised Sub-Strategies
	<i>Nine Primary Strategies</i>	<i>These are the higher-ranking strategies based on voting positioned under one of the nine primary categories identified in column 1.</i>	<i>These are revised sub-strategies based on the top vote-getting strategies identified in column 2.</i>
1	<p>Career Pathways - Improve education and workforce training opportunities that support career pathways to high-road jobs in priority industry sectors.</p>	<ol style="list-style-type: none"> 1. Invest/support the CA K-16 Education Collaborative to build strong partnerships between school districts, community colleges, and local employers to create seamless pathways for students. [2A Aligning State on Strategy Mapping - 31 votes] 2. Educators incorporate AI and automation into teaching and learning practices to allow students to be able to respond to the changes AI will bring to our economy. [4M on Strategy Mapping Sheet - also appears in #7 Innovation] 3. Funding for pre-training or soft skill training programs and/or internships – this is important infrastructure for workforce development and will teach transferable skills that would benefit all workers, especially those with limited or no work experience. [2h on Strategy Mapping Sheet] 4. Engage local employers in creating and expanding work-based learning opportunities that align with career pathways in priority industry sectors. [2C on Strategy Mapping Sheet] 5. Infusion of transferrable skills across industries i.e. soft skills training, explain gaps in employment, career preparedness, and customer service skills; promote these programs in disinvested communities. [2H on Strategy Mapping Sheet] 6. Support efforts by local educational institutions, especially those serving disadvantaged communities, to connect with local employers and build talent pipelines. [3A on Strategy Mapping Sheet] 7. Invest in the success of the local workforce by providing training opportunities that empower lower-wage employees to acquire higher-paying jobs in priority industries (especially in environmental and climate-related jobs) [2A on Strategy Mapping Sheet] 8. Leverage the K-16 Collaborative to help align federal and state programs to supplement funding for K-16 instruction and on-the-job training in priority industry sectors. [Funding 	<ol style="list-style-type: none"> 1. Leverage Orange Workforce Alliance under WIOA to align workforce, education, and industry in priority industry sectors, focusing on career pathways for individuals with less than a two-year degree and limited or no work experience. 2. Leverage the K-16 Collaborative to help align federal and state programs to supplement funding for K-16 instruction and on-the-job training in priority industry sectors. 3. Enhance OCDE/OC career pathways in priority sectors and create specific onramps for individuals with less than a two-year degree and limited or no work experience. 4. Promote the availability of education and training programs that lead to high-road career pathways in priority industry sectors to disinvested communities. 5. Fund soft skills and other broad-based transferable skill training programs that support career pathways that lead to high-road jobs in priority industry sectors. 6. Build a talent pipeline to meet the specific workforce needs of local employers and significant local and regional projects. 7. Create new and enhance existing career pathways in priority industry sectors with paid internships and on-the-job training opportunities. 8. Prepare K-16 students and incumbent workers, especially those in disinvested communities, for the future of work, including AI and automation. 9. Invest in the success of the local workforce by providing training opportunities that empower

		<p><i>portion of 3-C on Strategy Mapping Sheet - full description under #2-Apprenticeships]</i></p> <ol style="list-style-type: none"> 9. Education for high school students on employment opportunities including non-college tracks; endeavoring to ensure that all high school students receive the same information on their opportunities. <i>[5A on Strategy Mapping Sheet]</i> 10. Ensure that students and young jobseekers are exposed to career opportunities in a variety of industries. <i>[6A on Strategy Mapping Sheet]</i> 11. Invest/support CA K-16 Education Collaborative to build strong partnerships between school districts, community colleges, and local employers to create seamless pathways for students. <i>[7A on Strategy Mapping Sheet]</i> 12. A collaborative approach where the private and public sectors align on goals and programs to support more jobs that are paid a living wage. <i>[8A on Strategy Mapping Sheet]</i> 13. Have education partners create connections between programs/ pathways and projects such as the 100-acre site that will feature a concert, 35 restaurants, 2 hotel, 1,500 housing units, office, and parks. <i>[9A on Strategy Mapping Sheet]</i> 14. Support pre-existing nonprofits and initiatives aimed at reskilling and upskilling workers, especially in disinvested communities. <i>[10A on Strategy Mapping Sheet]</i> 15. Leverage Orange Workforce Alliance under WIOA to align workforce, education, and industry. <i>[13A on Strategy Mapping Sheet]</i> 	<p>lower-wage employees to enter articulate career pathways that allow them to acquire higher-paying jobs in priority industries.</p>
2	<p>Apprenticeships - Increase apprenticeship opportunities that lead to high road jobs in priority industry sectors in the region.</p>	<ol style="list-style-type: none"> 1. Leverage OCDE/OC Pathways to offer youth and non-traditional apprenticeships in priority sectors through federal and state programs with supplemental instruction and on-the-job training with K-16 regional collaboratives in education, ICT, business, engineering, and healthcare. <i>[3-C on Strategy Mapping Sheet - Funding recs under #1-Career Pathways]</i> 2. Apprenticeship - specifically in high schools and areas that have been mostly traditionally disinvested (especially in environmental and climate-related jobs) <i>[4-C on Strategy Mapping Sheet]</i> 3. Engage local employers in creating and expanding 	<ol style="list-style-type: none"> 1. Enhance K-16 CTE offerings that link to state-approved apprenticeships in priority industry sectors, including expanding articulation agreements, pre-apprenticeship programs, preparatory academic work, and internships. 2. Align federal and state funding to support new and expanded apprenticeship programs and facilities that serve priority industry sectors. 3. Promote apprenticeship programs in priority industries to underinvested communities, providing information on how to prepare and apply for apprenticeships.

		<p>work-based learning opportunities, such as apprenticeships, that lead into these career pathways. <i>[2C on Strategy Mapping - also appears #1 Career Pathways]</i></p>	
<p>3</p>	<p>Wrap-Around Services - Increase wrap-around services for healthy families and neighborhoods in disinvested communities.</p>	<ol style="list-style-type: none"> 1. Having more communication and collaboration between government agencies and non-profits so that government agencies know what agencies to include when they need to deploy emergency operations, and funding to support the infrastructure of those agencies so that there is a reliable safety net. <i>[2E on Strategy Mapping Sheet]</i> 2. Ensure that Orange County’s healthcare providers have the cultural knowledge and sensitivity necessary to serve the county’s diverse communities. (Such as paid training programs specifically for health jargon to increase health justice, and do so in multiple languages and culturally competent ways) <i>[3J on Strategy Mapping - also under #8 Cultural Competency]</i> 3. Invest/advocate for more affordable health insurance; more outreach and awareness and (investment) on preventative health (activities), (and access to culturally accepted health services) <i>[2J on Strategy Mapping - also under #8 Cultural Competency]</i> 4. Funding to make the child care and transportation resources more robust and readily available. We want to improve mobility while also reducing emissions. <i>[2I on Strategic Mapping Sheet]</i> 5. Provide further support for the childcare industry, as it is a critical need for many to get back into the workforce. <i>[3I on Strategic Mapping Sheet]</i> 6. For individuals unable to access IHS-supported American Indian Health Clinics, increase access to culturally sensitive healthcare for the AI/AN community in Orange County. <i>[4J on Strategy Mapping - also under #8 Cultural Competency]</i> 7. Greater access (investment in traditionally marginalized and lower-income communities that address community health and social determinants of health in the environment in 	<ol style="list-style-type: none"> 1. Increase the availability and accessibility of affordable child care. 2. Identify gaps and increase access to culturally sensitive and affordable healthcare for members of disinvested communities. 3. Revise county disaster preparedness, response, and recovery plans to address the needs of disinvested communities with cultural competence. 4. Create a regional disaster response fund to provide economic aid to disinvested businesses and individuals to cover gaps in short-term assistance by state and federal governments. 5. Develop an integrated and culturally responsive delivery system for programs and services to support disinvested communities' health, prosperity, and well-being. 6. Restore lands and designate open space for parks, especially for park-poor neighborhoods.

		<p>which they live. These investments can address, health, good jobs, open space, affordable housing, and other important community priorities in improving neighborhoods.) to basic needs that are not directly health care services, but that will impact an individual's health (I.e. quality food, housing, etc.). <i>[2D on Strategy Mapping Sheet]</i></p> <p>8. Support residents who are not recent high school graduates or working parents be successful when pursuing higher education. <i>[11A on Strategy Mapping Sheet]</i></p> <p>9. Opportunities to restore lands and plan for improved access, especially for those who are park-poor or do not have access within a ten-minute walk of their neighborhood. <i>[3K on Strategy Mapping Sheet and also appears under #9 Sustainable Environment]</i></p>	
4	<p>Small Business and Entrepreneurship - Enhance access to capital, technical assistance, and other resources for small businesses and entrepreneurs.</p>	<p>1. Establish Green Innovation Zones, where small businesses are supported in transitioning to cleaner and more sustainable power sources and methods of operation, production, and distribution. <i>[F2 on Strategy Mapping Sheet - also listed #8 Technology]</i></p> <p>2. Funding and technical assistance for the small business community and entrepreneurs (that adds in language, focused outreach, or other guidelines to ensure resources benefit small businesses owned by historically disinvested community members, namely BIPOC-owned small businesses. <i>[2B on Strategy Mapping Sheet - also appears under #8 Culturally Competent Engagement]</i></p> <p>3. Technical assistance for small businesses in financial management to ensure they have their financial records in order to qualify for support/ government assistance (that adds in language, focused outreach, or other guidelines to ensure resources benefit small businesses owned by historically disinvested community members, namely BIPOC-owned small businesses.) <i>[3B on Strategy Mapping Sheet - also appears under #8 Culturally Competent Engagement]</i></p> <p>4. Supporting early capital access programs for new businesses that are cultivated locally in Orange County. <i>[4B on Strategy Mapping Sheet]</i></p>	<p>1. Provide technical assistance and other resources for start-ups and early-stage businesses in priority industry sectors, to help circumvent barriers commonly encountered by women- and minority-led startups.</p> <p>2. Engage the BIPOC business community to identify and prioritize the removal of barriers to small business growth and stability, including issues related to accessing capital, hiring a skilled workforce, participating in government opportunities, and negotiating regulatory constraints.</p> <p>3. Encourage local governments to increase small business participation within local contracting opportunities.</p> <p>4. Train small businesses in priority industry sectors on critical business skills, including financial management, AI, and marketing.</p> <p>5. Provide technical assistance to entrepreneurs from disinvested communities through trusted partners and in a culturally appropriate manner.</p> <p>6. Remove barriers for entrepreneurs from disinvested communities to access capital by</p>

	<ol style="list-style-type: none"> 5. Provide resources and opportunities for individuals to be trained to meet the needs of the economic shock and convert that training and experience as the foundation for their own business to emerge stronger out of the economic shock (Inclusive of removing language, cultural, and other barriers to access.) <i>[3E on Strategy Mapping Sheet]</i> 6. Provide more opportunities and resources for business ownership in industries that are common for low income communities, i.e landscaping, janitorial/cleaning, and construction. <i>[5B on Strategy Mapping Sheet]</i> 7. An early-stage startup program designed to circumvent barriers commonly encountered by women- and minority-led startups and enable them to have access to Orange County's vast resources and potential private and public sector partners. <i>[7B on Strategy Mapping Sheet]</i> 8. Establish a local small business procurement incentive for public contracting by cities, the county, special districts, and school districts (that adds in language, focused outreach, or other guidelines to ensure resources benefit small businesses owned by historically disinvested community members, namely BIPOC-owned small businesses) <i>[10A on Economic Driver Sheet]</i> 9. Enhance (Improve access for disinvested communities) to the regional network of financial and community intermediaries, including community development financial institutions, community development corporations, chambers of commerce, federally and state designated and funded technical assistance providers, small business financial development corporations, (community land trusts) and other nonprofits that play similar roles. <i>[8B on Strategy Mapping Sheet]</i> 10. Support entrepreneurs' success by enhancing their ability to access private capital by expanding direct lending and credit enhancement programs, technical assistance programs, and procurement opportunities for smaller size businesses (by providing in-language, focused outreach, or other guidelines to ensure resources benefit small businesses owned by historically disinvested community members, namely BIPOC-owned small businesses. <i>[9B on Strategy Mapping Sheet]</i> 	<p>connecting them to the region's experienced financial intermediaries and technical assistance providers. This includes community development financial institutions, community development corporations, chambers of commerce, federally and state-designated technical assistance providers, small business financial development corporations, economic development organizations, and other nonprofits that serve similar purposes.</p>
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		<p>11. Support entrepreneurs' sustainability and recovery by enhancing their ability to access private capital. <i>[6B on Strategy Mapping Sheet]</i></p> <p>12. Make sure AI, across industries, is an important part of planning. <i>[3M on Strategy Mapping Sheet]</i></p>	
5	<p>Workforce Housing - Increase the availability and accessibility of affordable housing to workers in the region, including rental and ownership.</p>	<p>1. Funding for workforce housing. <i>[5D on Strategy Mapping Sheet]</i></p> <p>2. Expeditiously move forward on supportive housing recommendations in the Homeless Service System Pillars Report, created by the Commission to End Homelessness and accepted by the County of Orange Board of Supervisors in 2022. <i>[6D on Strategy Mapping Sheet]</i></p> <p>3. Incorporate the need for more affordable housing, workforce housing, and/or housing stipends and connect to accelerating investments in infrastructure. <i>[3D on Strategic Mapping Sheet]</i></p> <p>4. Affordable housing for workers and addressing gentrification and rising prices. <i>[4D on Strategic Mapping Sheet]</i></p> <p>5. Greater access (investment in traditionally marginalized and lower-income communities that address community health and social determinant of health in the environment that they live. These investments can address, health, good jobs, open space, affordable housing and other important community priorities in improving neighborhoods.) to basic needs that are not directly health care services, but that will impact an individual's health (I.e. quality food, housing, etc.). <i>[2D on Strategic Mapping Sheet]</i></p> <p>6. Affordable housing for workers and addressing gentrification and rising prices. <i>[A3 on Economic Driver Sheet]</i></p>	<p>1. Investment in infrastructure in traditionally marginalized areas to increase affordable housing availability.</p> <p>2. Integrate and prioritize affordable housing needs in local and regional planning efforts, emphasizing the necessity for more affordable units.</p> <p>3. Support affordable housing for workers by addressing the disparities between local wages and housing costs.</p> <p>4. Advance supportive housing projects to expedite the provision of permanent affordable options for those in need.</p> <p>5. Expeditiously move forward on supportive housing recommendations in the Homeless Service System Pillars Report, created by the Commission to End Homelessness and accepted by the County of Orange Board of Supervisors in 2022.</p>
6	<p>Uplift Community Voices - Improve community engagement in the creation of strategies and projects to ensure the highest benefit to</p>	<p>1. Improving community engagement (participation of low-income residents of color and historically disinvested communities) in the creation of community development strategies and projects to ensure (direct participation in) decisions (to) have the highest benefit for those residents. <i>[4E on Strategy Mapping Sheet]</i></p>	<p>1. Encourage local governments, foundations, and other funders in the region to use participatory budgeting approaches to ensure that community-determined priorities are being met.</p> <p>2. Set a best practice for community engagement through proactive written outreach strategies that specifically include historically excluded groups and geographic areas of the region.</p>

	disinvested communities.		
7	<p>Innovation and Technology - Invest in innovation, research, and industry cluster development in new, green, and emerging technologies, including energy, transportation, and infrastructure.</p>	<ol style="list-style-type: none"> 1. Establish and/or expand innovation hubs and technology parks to encourage research and development of new technologies. <i>[F2 on Strategy Mapping Sheet]</i> 2. Establish Green Innovation Zones, where small businesses are supported in transitioning to cleaner and more sustainable power sources and methods of operation, production, and distribution. <i>[F2 on Strategy Mapping Sheet - also listed #4 Small Business]</i> 3. Invest in OC's Engineering. Business sector projects to include water projects that can be built from. <i>[5G on strategy Mapping Sheet]</i> 4. Deploy and build infrastructure for clean energy uses, which will require training for those who want to be electricians and skilled construction workers. <i>[3G on Strategic Mapping Sheet]</i> 5. Align more with the state resources, initiatives, and funding to support investments in infrastructure, and clean energy projects. <i>[4G on Strategy Mapping Sheet]</i> 6. Develop mid-level technical jobs that do not require a four-year degree in emerging industries. <i>[4A on Strategy Mapping Sheet]</i> 7. Better understanding the opportunities and disruption AI will bring to Orange County's largest industries. <i>[2M on Strategy Mapping Sheet]</i> 8. Educators incorporate AI and automation into teaching and learning practices to allow students to be able to respond to the changes AI will bring on our economy. <i>[4M on Strategy Mapping Sheet - also appears in #1 Careerpathways]</i> 9. Educational and training opportunities for new industries that would be available with the transition to a carbon-neutral economy. <i>[12A on strategy Mapping Sheet]</i> 10. Both clean energy infrastructure, solar fields, and open spaces, such as green roofs and spaces for relaxation outdoors, should be planned and built on existing roofs, offices, warehouses, and parking garages, not on raw or undeveloped land. <i>[2G on Strategy Mapping Sheet and also appears under #9 Sustainable Environment]</i> 	<ol style="list-style-type: none"> 1. Establish and expand innovation hubs and technology parks to encourage research and development of new technologies, such as AI, that support or, at a minimum, do not impede the region's transition to a net zero-powered economy. 2. Recognize that transitioning to a net zero-emission economy requires rethinking how our existing built environment can be incorporated and adapted for cleaner technologies, such as solar and green roofs. 3. Establish Green Innovation Zones, where small businesses, especially business owners from disinvested communities, receive wrap-around support in transitioning to cleaner and more sustainable power sources and methods of operation, production, and distribution. 4. Investment in infrastructure in traditionally marginalized areas to support an inclusive and cost-effective transition to a zero-emission economy. 5. Develop career pathways from traditional lower-wage jobs to careers in high road occupations in priority industry sectors driven by innovation and support the region's transition to a net zero-emission economy.

8	<p>Culturally Competent Engagement: Respect workers, residents, and business owners by following their community norms and customs when engaging with them.</p>	<ol style="list-style-type: none"> 1. Funding and technical assistance for the small business community and entrepreneurs (that adds in language, focused outreach, or other guidelines to ensure resources benefit small businesses owned by historically disinvested community members, namely BIPOC-owned small businesses. <i>[2B on Strategy Mapping Sheet - also appears under #4 Small Business]</i>) 2. Technical assistance for small businesses in financial management to ensure they have their financial records in order to qualify for support/government assistance (that adds in language, focused outreach, or other guidelines to ensure resources benefit small businesses owned by historically disinvested community members, namely BIPOC-owned small businesses.) <i>[3B on Strategy Mapping Sheet- also appears under #4 Small Business]</i> 3. For individuals unable to access IHS-supported American Indian Health Clinics, increase access to culturally sensitive healthcare for the AI/AN community in Orange County. <i>[4J on Strategy Mapping - also under #3 Wraparound Services]</i> 4. Invest/advocate for more affordable health insurance; more outreach and awareness and (investment) on preventative health (activities), (and access to culturally accepted health services) <i>[2J on Strategy Mapping - also under #3 Wraparound Services]</i> 5. Ensure that Orange County’s healthcare providers have the cultural knowledge and sensitivity necessary to serve the county’s diverse communities. (Such as paid training programs specifically for health jargon to increase health justice, and do so in multiple languages and culturally competent ways) <i>[3J on Strategy Mapping - also under #3 Wraparound Services]</i> 6. Develop a formal line of communication and asset management during disasters and to include cultural competency and language access. <i>[5E on Strategy Mapping Sheet - also #3 Wraparound Services]</i> 7. Create an accessible resource that works with all businesses to access all federal resources available. Inclusive of removing language and cultural (and other) 	<ol style="list-style-type: none"> 1. Culturally competent engagement is a fundamental aspect of the Regional Plan. 2. Recommendations for “Strategy 8 - Cultural Competent Engagement” appear in the other sectors of the chart.
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		barriers. [6E on Strategy Mapping Sheet - also #3 Wraparound Services]	
9	Sustainable Environment - Make Planning and Development Decisions that enhance the environment or at least do no harm.	<ol style="list-style-type: none"> 1. Both clean energy infrastructure, solar fields, and open spaces, such as green roofs and spaces for relaxation outdoors, should be planned and built on existing roofs, offices, warehouses, and parking garages, not on raw or undeveloped land. [2G on Strategy Mapping Sheet - Also appears under #7 innovation and technology] 2. Opportunities to restore lands and plan for improved access, especially for those who are park-poor or do not have access within a ten-minute walk of their neighborhood. [3K on Strategy Mapping Sheet and also appears under #3 Wrap Around Services] 3. Form strong partnerships with community-based organizations to identify and develop new green spaces. [2K on Strategy Mapping Sheet and also appears under #6 Colletive Power] 	<ol style="list-style-type: none"> 1. Taking actions that support a sustainable environment is a fundamental aspect of the Regional Plan. 2. Recommendations for “Strategy 9 - Sustainable Environment” appear in the other sectors of the chart.

Holding Space for Outcomes/Metrics

Shortly, each selected strategy will require metrics. This is just a place to keep ideas.

Apprenticeships:

1. There is an increase in the types of fully accredited apprenticeships provided in the region.
2. There is an increase in the number of students who can participate in fully accredited apprenticeships in the region.
3. There are X more articulation agreements between K-12 CTE programs and CCs and fully accredited apprenticeships in the region.
4. There is an increase in the number of pre-apprenticeship programs in the region that align with fully accredited apprenticeship programs in the region.
5. There is an increase in the number of apprenticeship training facilities, including locations and equipment.
6. There is an increase in the number of qualified instructors.
7. There is an increase in the number of local employers participating in work-based learning opportunities, such as apprenticeships, that lead into these career pathways.

Small Business

1. Increased access to capital and financial resources for small businesses and entrepreneurs, enabling them to start, sustain, and grow their ventures.
2. Enhanced business skills and knowledge among small business owners and entrepreneurs through targeted technical assistance.
3. Improved business sustainability and growth, particularly for small and emerging businesses, contributing to economic development and job creation.
4. Greater inclusivity and support for underserved sectors, leading to a more diverse and vibrant entrepreneurial ecosystem.
5. Strengthened resilience of small businesses against economic fluctuations and challenges, supporting long-term success and stability.

Housing

1. Increased number of affordable housing units available for rent and ownership, making it easier for workers and low-income families to find suitable living conditions.
2. Improved alignment between housing costs and local wages, reducing the financial burden on workers and enhancing their quality of life.
3. Enhanced economic stability for families and individuals through access to affordable housing, contributing to overall community well-being.
4. Faster implementation of supportive and affordable housing projects, addressing immediate needs and reducing homelessness or housing insecurity.
5. Strengthened community resilience and diversity by making it feasible for a wider range of individuals and families to live and thrive in the region.