CALIFORNIA JOBS FIRST REGIONAL ACTIVATION MEDTECH PLAN

Activation Plan: Strategy Overview Template

Topic	Sub-topic
Med Tech Sector Strategy - Brief Overview	**a. Describe the proposed target sector strategy. *Regions may have already included this information in their Regional Plan Part 2 submission. If so, please summarize that content here.*** Orange County stands as a preeminent hub for the MedTech industry, a sector encompassing medical devices, diagnostics, and related life sciences. This region has cultivated a robust ecosystem that fosters innovation, research, and manufacturing in healthcare technology. The MedTech sector in Orange County is not merely a collection of companies; it is a dynamic network of academic institutions, research centers, startups, and established global leaders, all contributing to a vibrant economic landscape [1]. Orange County's historical strength in MedTech spans over 60 years, with hundreds of companies contributing to its legacy of innovation. Irvine, in particular, is recognized as the beating heart of Orange County's MedTech sector, with a high concentration of medical device companies and a significant contribution to the overall economic output of the region [1]. **b. Explain why this sector was prioritized for immediate action.** The MedTech sector has been prioritized for immediate implementation due to its significant economic impact, job creation potential, and strategic importance to both regional and national healthcare advancements. The following points underscore this prioritization: ● **Economic Dominance and Growth:** Orange County is a leading MedTech center in the nation, contributing substantially to California's position as the top medical device industry

	employer [1]. In 2021, Orange County's life science sector produced $46.0 billion in economic output, with Irvine-based companies alone accounting for over $7 billion of that revenue [1]. While there was a slight decline in overall life sciences employment and average wages in Orange County in 2023, the medical devices segment remained a bright spot, adding approximately 2,000 employees [2]. This demonstrates the sector's resilience and its continued capacity for growth. ● **High-Quality Job Creation:** The MedTech industry provides high-wage jobs, with the average life sciences sector wage in California significantly higher than the average wage for all other industries [1]. In Orange County, an average medical device worker earns approximately $120,687 [8, search_web_result_5]. The sector directly employed over 45,000 individuals in Orange County in 2021, with total employment, including supporting suppliers and service providers, reaching around 116,000 employees [1]. The continued growth of this sector promises to create a diverse range of employment opportunities, from highly skilled R&D positions to manufacturing and technical roles. ● **Innovation and Research Leadership:** Orange County is a hotbed of innovation in MedTech, with a strong focus on diagnostics, particularly in-vitro diagnostics, and cardiology [1]. The region is also a neurovascular center globally [1]. Major players like Edwards Lifesciences, Masimo, B. Braun Medical Inc., and Johnson & Johnson have significant operations in Irvine, driving global advancements in areas such as structural heart disease, patient monitoring, infusion therapy, and neurovascular care [1]. The presence of numerous startups and the support from organizations like UCI Beall Applied Innovation, University Lab Partners, and Octane further fuel this innovative environment [1]. ● **Strategic Importance and Global Competitiveness:** The MedTech industry is crucial for advancing healthcare and improving patient outcomes globally. Orange County's leadership in this sector contributes to national health security and technological competitiveness. The

region's ability to attract significant venture capital investment, even from outside the county, highlights its attractiveness and potential for continued leadership [1].

- **Alignment with Regional Strengths:** Orange County possesses a unique combination of academic excellence, a skilled workforce, and a supportive business environment that makes it an ideal location for MedTech growth. The existing infrastructure and collaborative spirit among various stakeholders provide a strong foundation for further development and expansion of the sector.

c. Provide an overview of tactics (minimum of 5) to focus implementation over 12-18 months (to be detailed in the "Tactical workplan template")

To ensure the continued growth and leadership of the MedTech sector in Orange County, the following tactics will be implemented over the next 12-18 months. These tactics are designed to address the identified areas for improvement from the previous plan analysis, such as enhancing specificity, detailing implementation steps, strengthening partnerships, and integrating equity considerations.

1. **Targeted Workforce Development and Talent Pipeline Enhancement:** Develop and expand specialized training programs, apprenticeships, and educational pathways to meet the evolving demands of the MedTech industry. This includes fostering collaborations between educational institutions and industry to ensure curriculum relevance and to address specific skill gaps, particularly in emerging areas like digital health and AI in medical devices.

	2. **Fostering Innovation and Startup Ecosystem:** Strengthen the support system for MedTech startups and early-stage companies through enhanced incubation programs, access to specialized facilities, mentorship, and funding opportunities. This tactic aims to accelerate the translation of research into marketable products and to attract new entrepreneurial talent to the region. 3. **Strategic Partnership Development and Collaboration:** Build and formalize robust partnerships among industry leaders, academic institutions, government agencies, and community organizations. This includes establishing a dedicated MedTech Industry Council to facilitate knowledge sharing, identify collaborative opportunities, and collectively address sector challenges. 4. **Advancing Equity and Inclusivity in MedTech:** Implement proactive strategies to ensure equitable access to opportunities within the MedTech sector for underserved and underrepresented communities. This involves targeted outreach, mentorship programs, and support for diverse entrepreneurship, aiming to create a more inclusive workforce and leadership pipeline. 5. **Optimizing Resource Allocation and Funding Mechanisms:** Develop clear strategies for identifying, securing, and efficiently allocating financial resources to support MedTech initiatives. This includes exploring diverse funding sources, such as federal grants, private investments, and philanthropic contributions, and ensuring transparency and accountability in resource utilization. 6. **Streamlining Regulatory Navigation and Market Access:** Provide support and resources to MedTech companies, especially startups and SMEs, in navigating the complex regulatory

	landscape. This tactic aims to accelerate product development and market entry by offering guidance on FDA regulations, compliance, and international market access strategies. These tactics are designed to be comprehensive and interconnected, addressing various aspects of the MedTech ecosystem to ensure sustainable growth, long-term success, and equitable opportunities for all residents of Orange County. Each tactic will be further detailed in the “Tactical work plan template” section.

A Note on Disinvested Communities and Resident Culture, Race, and Ethnicity in Orange County's MedTech Sector

The Collaborative recognizes the critical importance of centering Orange County's disinvested communities in the Regional Investment Initiative, especially within the MedTech sector. In alignment with statewide definitions, disinvested communities include those residing in census tracts with historic underinvestment, as well as specific populations—such as American Indian/Alaska Native, Black, Latino, Asian and Pacific Islander, immigrant, and low-income residents—who have faced systemic barriers to economic opportunity, quality jobs, and health equity.

To address these inequities, the MedTech Activation Plan will embed culturally relevant and community-informed tactics throughout its strategies and implementation. These include expanding pathways for residents of disinvested communities into high-quality MedTech jobs, supporting the creation and growth of MedTech small businesses owned by underrepresented groups, and ensuring equitable access to training, mentorship, and capital.

A core approach will be to strengthen partnerships with trusted, community-based organizations and leaders who have long-standing relationships within disinvested neighborhoods. These partnerships will ensure that engagement is both culturally responsive and impactful, and that programming is accessible to those who have historically been left out of the region's innovation economy. The Collaborative will proactively address barriers such as language access, digital divide, transportation, and lack of social capital that disproportionately affect these communities.

Recognizing that health innovation should reflect the diversity and needs of all residents, the plan will also promote representation of disinvested communities in MedTech design, research, and leadership opportunities. This includes supporting workforce development programs that are tailored for and co-designed with these communities, advancing inclusive entrepreneurship, and elevating the voices and priorities of underrepresented populations in sector decision-making.

Metrics and tasks will be specifically designed to track the direct impact of these efforts on disinvested communities—including new job placements, business development, participation in workforce programs, and increased representation in MedTech leadership roles. By ensuring these metrics are clearly defined and actionable, the Collaborative will go beyond generic

approaches, ensuring meaningful, measurable outcomes that advance equity and inclusion within Orange County's MedTech ecosystem.	
Operating Structure to Organize and Execute	**a. Describe the organizational model for executing the sector strategy (including staff roles, operations, and governance model)** The successful execution of Orange County's MedTech sector strategy will rely on a collaborative and inclusive organizational model that integrates key stakeholders from across the region. The strategy will be overseen by a MedTech Industry Steering Committee, composed of representatives from public, private, and community organizations, tasked with setting priorities, monitoring progress, and ensuring alignment with regional economic and workforce development goals. This committee will work closely with Sector Investment Coordinators to ensure strategies are implemented effectively and resources are allocated efficiently, while also leveraging connections to state-level initiatives like California Jobs First. Staffing and Operations A Regional Implementation Team will manage day-to-day operations with a focus on facilitating partnerships and supporting stakeholders in executing projects. The Collaborative will prioritize building regional capacity by empowering existing organizations to lead initiatives, reserving direct involvement for high-priority projects only. SICs will focus on coordination rather than direct implementation to ensure their workload remains manageable. Key roles could include: ● **Project Manager:** Responsible for coordinating initiatives, tracking progress, and ensuring alignment with the sector's strategic goals. ● **Workforce Development Coordinator:** Collaborates with local employers, educational institutions, and workforce boards to align training programs with industry needs and address skills gaps specific to MedTech.

	● **Community Engagement Specialist:** Focuses on outreach to underserved communities to improve equity and accessibility to programs, including addressing barriers like childcare and transportation, within the MedTech context. ● **Sustainability and Innovation Specialist:** Works with partners to promote sustainable practices in MedTech manufacturing and support small businesses in transitioning to green operations. ● **Data Analyst:** Tracks outcomes such as job creation, training completions, and economic impacts to inform decision-making and demonstrate progress within the MedTech sector. The governance model will follow a collaborative governance structure, with quarterly meetings held by the Steering Committee to review progress, identify challenges, and adjust tactics as needed. Subcommittees will focus on specific areas such as workforce development, innovation and entrepreneurship, sustainable development, and community engagement, all tailored to the MedTech industry. **b. Identify regional partners for implementing tactics (including their roles and existing engagement with California Jobs First)** The success of this strategy depends on strong partnerships with a wide network of organizations. Due to the significant level of coordination and collaboration between regional organizations, it is imperative that these organizations, many of which already have a long history of working together, remain engaged and committed to the implementation of these strategies. Many of these organizations already have a long track record of success helping to drive employment and business growth, workforce development, deep industry knowledge, educational attainment, public engagement, and a number of other programs and strategies aimed at improving the quality of life for all residents in Orange County. Together these partners and their expertise will

	help to drive the regional MedTech industry while improving the lives of Orange County residents with a special focus on disinvested communities to help raise regional economic, social, and health equity.
	
	Suggested partners and their roles are below. This list is not comprehensive and is meant as a guide for the types of organizations that will be necessary for successful implementation.
	
	● **Public Sector and Economic Development Organizations:**
	  ● **Orange County Business Council (OCBC):** Advocate for business interests, promote workforce alignment, and support regional economic development in the MedTech sector.
	  ● **Orange Workforce Association (OWA):** Lead workforce programs, including pre-employment training, apprenticeships, and job placements, specifically for MedTech roles.
	  ● **City Economic Development Offices** (e.g., City of Irvine, City of Santa Ana): For local business incentives,permit streamlining, and site selection support.
	  ● **California Office of the Small Business Advocate (CalOSBA):** Provides resources and advocacy for small businesses statewide.
	  ● **Governor's Office of Business and Economic Development (GO-Biz):** For broader state-level support, incentives, and regulatory assistance.
	
	● **Educational Institutions and Workforce Training Providers:**
	  ● **Orange County Department of Education (OCDE) and Regional Occupational Programs (ROPs):** Provide career technical education (CTE) and pre-employment training for high school students interested in MedTech careers.

	● **Community Colleges (e.g. Santiago Canyon College, Santa Ana College, Goldenwest College)**: Develop and deliver certifications, stackable credentials, and sector-specific training programs relevant to MedTech. ● **4 Year Universities (e.g., UCI, CSUF, Chapman, Concordia, UMASS Global):** Partner on research initiatives, entrepreneurship programs, and advanced workforce training in MedTech-related fields. ● **K-12 School District STEM Programs:** Direct partnerships with local districts (e.g., Irvine Unified, Santa Ana Unified) to create MedTech career awareness pipelines. ● **Extension and International Programs:** For expanded professional and continuing education in MedTech-related subjects.**ers** ● **Adult Education Consortia:** To reach adult learners and career changers with MedTech upskilling opportunities. ● **California Community Colleges' Centers of Excellence:** For labor market research and sector-specific program development. ● **Workforce Centered Non-Profits (e.g United Way, Vital Link, etc.):** Advance equitable workforce pathways, provide wrap-around support services, and connect disinvested communities to semiconductor career opportunities. ● **Industry Associations and Chambers of Commerce:** ● **Octane:** Convenes and enables the Southern California tech and MedTech business ecosystem by connecting people, resources, and capital. ● **Device Alliance:** A non-profit association for medical device professionals in Southern California, playing a key role in connecting the MedTech community [1]. ● **Local MedTech industry associations:** Facilitate collaboration, share best practices, and advocate for industry needs.

	● **Local and Ethnic Chambers of Commerce:** Promote business growth, connect businesses with resources, and support local economic development. ● **Biocom California:** A leading trade association for the life science sector in Southern California, offering advocacy, networking, and industry insights. ● **MedTech Innovator:** A nonprofit industry accelerator and global competition, connecting MedTech startups to resources and industry partners. ● **Small Business and Entrepreneurship Support Organizations:** ● **Small Business Development Centers (SBDCs):** Provide technical assistance, mentorship, and resources for small businesses in the MedTech supply chain. ● **Incubators and Accelerators (e.g., UCI Beall Applied Innovation, University Lab Partners, Cove Fund):** Offer resources and mentorship for MedTech startups and emerging companies. ● **SCORE Orange County:** Volunteer mentors and workshops for small business planning, with MedTech-specific expertise. ● **Tech Coast Angels:** A major angel investment group supporting early-stage MedTech startups. ● **Orange County/Inland Empire Women's Business Center:** For diverse entrepreneur support, including women in MedTech. ● **Veteran Business Outreach Center (VBOC):** For supporting veteran-owned MedTech startups. ● **Community Based Organizations** ● **Community Based Organizations (e.g. OCAPICA, Latino Health Access, Family Assistance Ministries, Community Action Partnerships).** Trusted messengers with disinvested communities to actively recruit these communities to put them on a pathway to be eligible for careers in this sector.

	● **Environmental Organizations (e.g. Citizen's Climate Lobby, Climate Action Campaign, Coastal Corridor Alliance, Orange County Coast Keeper, Sunrise Movement Orange County).** Advise on how to expand the MedTech industry while not creating significant damage to the environment. Many of these organizations are already engaged with California Jobs First, leveraging state resources to drive workforce development and innovation. For example, the Orange County Workforce Development Board aligns its programs with state workforce priorities, while institutions like UC Irvine and Chapman University foster entrepreneurship and innovation supported by state and federal grants. Through this alignment, the sector strategy will capitalize on existing momentum while addressing regional needs with targeted programming and investments. This interconnected operating structure ensures that Orange County's MedTech sector strategy is well-positioned to drive economic growth, promote sustainability, and create equitable opportunities for all residents. Clear distinctions between the roles of the Steering Committee, Collaborative, and working groups will ensure streamlined governance and effective implementation.
Resourcing Across the Strategy	**a. Summarize total costs required to support strategy execution** The successful execution of Orange County's MedTech sector strategy will require a total estimated investment of approximately 2.5 million to $4 million over a three-year period. This figure is derived by considering a reasonable share of the overall regional Catalyst funding, coupled with anticipated private and philanthropic contributions, and aligns with the scale of sector-specific initiatives seen in similar regional economic development efforts. This investment will primarily support targeted workforce development programs, innovation and incubation initiatives, supply chain strengthening, and strategic partnerships within the MedTech ecosystem.

	b. Describe existing financing awarded/approved and associated sources, including utilization of Regional Investment Initiative Catalyst and Sector Coordination resources. Orange County has already secured initial financing to kickstart various regional economic development efforts, including those that will directly or indirectly benefit the MedTech sector. The Orange County Business Council (OCBC) announced the awarding of $3 million to initiate local projects that support job creation and workforce development within Orange County [2]. This funding is part of the broader California Jobs First initiative, which aims to foster sustainable economic growth across the state's diverse regions. Specifically, the Regional Investment Initiative Catalyst program has allocated funds to the Orange County Jobs First Collaborative, with Charitable Ventures of Orange County serving as the fiscal agent [1]. These Catalyst funds are designed to support pre-development activities, enabling regions to advance projects from exploratory stages to ready-to-go projects that can access local, state, and federal government funds, as well as private and philanthropic investments [1]. While the exact breakdown of the $3 million across specific sectors is not explicitly detailed, it is understood that these funds are distributed among various initiatives and sectors identified as priorities within Orange County's economic development strategy. The MedTech sector, being a significant economic driver in the region, is a key beneficiary of these overarching regional investments. These funds are crucial for supporting initial planning, feasibility studies, and capacity building efforts that lay the groundwork for larger-scale projects. In addition to Catalyst funding, Sector Coordination resources are utilized to facilitate collaboration among regional partners and support the administrative aspects of program implementation. These resources ensure that the diverse stakeholders involved in the

MedTech ecosystem—including industry leaders, academic institutions, workforce development boards, and community organizations—can effectively align their efforts and maximize the impact of available funding. This coordination is vital for creating a cohesive strategy that leverages existing strengths and addresses critical needs within the sector.

c. **Describe remaining funding required, potential sources that have been identified, and the general approach to securing investments**

Despite the initial funding secured, a significant funding gap remains to fully realize the ambitious goals of the Orange County MedTech sector strategy. This gap reflects the need for sustained investment beyond initial pre-development activities to support full-scale implementation of workforce training programs, advanced research and development initiatives, infrastructure improvements, and expanded market access efforts.

Potential Sources that Have Been Identified

To address this funding gap, several potential sources have been identified, encompassing a mix of public, private, and philanthropic avenues:

Federal and State Grant Programs:

- **U.S. Economic Development Administration (EDA):** The EDA offers various grants for economic development, including those focused on workforce development, infrastructure, and innovation. MedTech initiatives aligning with regional economic resilience and job creation could be strong candidates for EDA funding [3].
- **National Institutes of Health (NIH):** NIH funding is a significant source for medical research and development. Orange County has a strong track record of securing NIH funding, with $246 million awarded in 2023, up from $173 million in 2019 [4]. This indicates a robust research ecosystem capable of attracting substantial federal grants for MedTech-related R&D.

	• **California State Agencies:** Various state agencies, beyond the California Jobs First initiative, offer grants for specific programs related to workforce training, small business support, and technological innovation. These could include programs from the California Department of Public Health, California Innovation Hubs (iHubs), or the California Governor's Office of Business and Economic Development (GO-Biz). **Private Sector Investments:** • **Venture Capital (VC) Funding:** Orange County's MedTech sector has historically attracted significant venture capital. In 2023, medical devices drove venture investment in Orange County, accounting for $381 million of the $578 million total raised by biotechs and medical device makers [4]. While this figure represents overall life sciences, a substantial portion is attributable to MedTech. Notable investments include SpyGlass Pharma raising $90 million in seed funding [4]. These figures demonstrate a strong appetite for investment in innovative MedTech companies within the region. Continued engagement with local and national VC firms, as well as angel investors, will be crucial. • **Corporate Partnerships:** Collaborations with established MedTech companies (e.g., Edwards Lifesciences, Masimo) and other industry leaders can lead to direct investments in research, talent development, and infrastructure. These partnerships can take the form of joint ventures, sponsored research, or direct funding for specific programs that align with corporate social responsibility or strategic business objectives. • **Philanthropic Contributions:** Local and national foundations with a focus on healthcare, economic development, and community well-being can provide significant philanthropic support. Organizations like the Orange County Community Foundation, alongside other health-focused foundations, can be approached for

	grants to support equity-focused programs, workforce training, and community health initiatives that benefit from MedTech advancements. **General Approach to Securing Investments** The general approach to securing the remaining investments will be multi-faceted, strategic, and collaborative, building upon the OCBC's role as a central coordinator and leveraging the region's established strengths: ● **Develop a Comprehensive Funding Plan:** This plan will clearly articulate the economic and social impacts of the MedTech strategy, detailing specific funding needs for each initiative, projected outcomes, and return on investment. It will serve as a compelling case for potential investors and grantors. ● **Strategic Engagement with Stakeholders:** OCBC will facilitate funding roundtables and one-on-one meetings with key stakeholders, including federal and state grant agencies, venture capitalists, corporate executives, and philanthropic organizations. These engagements will focus on building relationships, understanding investor priorities, and tailoring proposals to meet specific funding criteria. ● **Coordinate Competitive Grant Applications:** A dedicated effort will be made to identify and pursue competitive grant opportunities at the state and federal levels. This includes meticulous grant writing, ensuring proposals are aligned with funding priorities, and demonstrating the regional collaborative's capacity for effective implementation and measurable outcomes.

- **Foster Public-Private Partnerships:** Actively seek opportunities for co-funding initiatives with anchor institutions and leading MedTech businesses. These partnerships will leverage private sector expertise and resources, fostering shared ownership and accelerating the pace of innovation and development.
- **Showcase Regional Successes and Impact:** Regularly report on the progress and achievements of the MedTech strategy, highlighting success stories, job creation figures, and economic contributions. Transparent reporting and stakeholder updates will build confidence among existing and potential funders, demonstrating the tangible benefits of their investments.
- **Leverage Industry-Specific Funds:** Explore and apply for industry-specific funds and programs that support Research and Development (R&D) and talent development within the MedTech sector. This includes grants from industry associations, specialized investment funds, and corporate innovation challenges.

By adopting this comprehensive and proactive approach, Orange County aims to secure the necessary investments to fully implement its MedTech sector strategy, driving sustainable economic growth, fostering innovation, and creating high-quality job opportunities for its residents.

References

[1] California Labor & Workforce Development Agency. Jobs First Collaboratives – Catalyst Phase Awardees. Available at: https://www.labor.ca.gov/jobs-first-catalyst-phase-awardees/

[2] Orange County Business Council. OCBC Announces California Jobs First Grant Winners. Available at: https://ocbc.org/ocbc-announces-california-jobs-first-grant-winners/

	[3] U.S. Economic Development Administration. Grants. Available at: https://eda.gov/grants/ [4] California Life Sciences. Orange County Sector Snapshot. Available at: 2403-4484012_CLS_Sector Report_2024_Orange County_05.20.2024.pdf
Goals and Metrics Across the Strategy	**a. Identify measures for sector-level outcomes expected from interventions over the next 5-10 years (e.g., increases in target sector employment and number of quality jobs)** For the Orange County MedTech sector, long-term success over the next 5-10 years will be measured by significant advancements in employment, job quality, and overall economic contribution. These outcomes reflect the strategic intent to not only grow the sector but also to ensure that this growth translates into tangible benefits for the regional workforce and economy. Key Measures for Sector-Level Outcomes (5-10 Years): • **Increase in Target Sector Employment:** A primary measure of success will be the net increase in the number of jobs within the MedTech sector in Orange County. This includes direct employment in medical device manufacturing, pharmaceutical preparation, and related research and development (R&D) roles. The baseline for MedTech employment in Orange County was approximately 22,400 employees in medical devices in 2023, with overall life sciences employment at 51,602 jobs [4]. A target increase of 15-20% in MedTech-specific employment over the next 5-10 years would signify robust growth and the successful attraction and retention of talent within the sector.

	• **Growth in Quality Jobs (High-Wage Employment):** Beyond sheer numbers, the focus will be on the creation of quality jobs, defined by wages significantly above the regional average. The average wage for life sciences in Orange County was $116,334 in 2023 [4]. A key outcome will be a measurable increase in the percentage of MedTech jobs offering wages at or above 120% of the regional average wage, indicating a shift towards higher-skilled, higher-paying positions. This also includes growth in specialized roles such as biomedical engineers, clinical research associates, and regulatory affairs specialists. • **Increase in MedTech Establishments:** The growth in the number of MedTech companies, particularly new startups and expansions of existing firms, will serve as an indicator of a thriving and attractive business environment. In 2023, almost 40 new medical device businesses entered the region, bringing the total to 235, and 100 new R&D establishments opened [4]. A target of 10-15% annual growth in new MedTech establishments over the next decade would demonstrate sustained entrepreneurial activity and investment in the sector. • **Growth in Research and Development (R&D) Investment:** Increased R&D investment, both public and private, is crucial for innovation and long-term sector growth. This will be measured by the total amount of venture capital funding, federal grants (e.g., NIH), and corporate R&D expenditures directed towards Orange County's MedTech sector. In 2023, medical devices drove $381 million of the $578 million total venture investment in Orange County's life sciences sector [4]. A goal of achieving a 20-25% increase in annual MedTech R&D investment over the next 5-10 years would signal a robust innovation pipeline. • **Diversification of MedTech Sub-sectors:** While medical devices are dominant, fostering growth in other MedTech sub-sectors like diagnostics, digital health, and neuroscience R&D will be a key outcome. This will be measured by the emergence of

	new companies and increased employment in these emerging areas, contributing to a more resilient and diversified MedTech ecosystem. **b. Identify measures to track shorter-term progress towards desired sector-level outcomes (do not include measures linked to individual tactics, as those can be included in the tactical work plan template below)** Shorter-term progress, typically tracked over 1-3 years, will focus on leading indicators that demonstrate momentum towards the long-term sector-level outcomes. These measures are designed to provide actionable insights and allow for timely adjustments to strategies without being tied to individual tactical implementations. **Key Measures for Shorter-Term Progress (1-3 Years):** ● Enrollment and Completion Rates in MedTech-Specific Training Programs: This measures the effectiveness of workforce development initiatives in preparing individuals for MedTech careers. Tracking enrollment numbers in university, community college, and vocational programs, as well as their completion rates, will indicate the health of the talent pipeline. A target of 15-20% annual increase in enrollment in MedTech-specific training programs would be a strong indicator. ● **Number of Industry-Academic Partnerships:** The formation of new collaborations between MedTech companies and academic institutions (universities, community colleges) for research, curriculum development, and talent pipelines. This indicates a strengthening of the regional ecosystem and shared commitment to sector growth. A goal of establishing 5-7 new significant partnerships annually would demonstrate progress. ● **Engagement with Small and Emerging MedTech Businesses:** This measures the reach and effectiveness of support programs for startups and small businesses in the

MedTech sector. Metrics could include the number of small MedTech businesses participating in incubation programs, mentorship initiatives, or receiving technical assistance. A target of 10-15% annual increase in engagement with these businesses would show positive momentum.

- **Leveraged Funding from Non-Catalyst Sources:** Tracking the amount of additional funding secured from federal, state (non-Catalyst), private, and philanthropic sources for MedTech initiatives. This demonstrates the ability to attract diverse investments beyond the initial seed funding. A goal of leveraging $1.5-$2 million in additional funding for MedTech initiatives within the first 1-2 years would be a strong indicator of progress.
- **Policy and Advocacy Milestones Achieved:** Progress in advocating for policies that support the MedTech sector, such as streamlined regulatory processes, tax incentives, or infrastructure development. This can be measured by the successful passage of relevant legislation or the implementation of supportive programs. Achieving 2-3 key policy milestones annually would indicate effective advocacy.

c. c. Describe expectations for reporting progress on measures

Transparent and regular reporting of progress on these measures is critical for accountability, stakeholder engagement, and adaptive management of the MedTech Activation Plan. Reporting will be structured to provide both high-level summaries for broad audiences and detailed analyses for key stakeholders and decision-makers.

Reporting Expectations:

- **Quarterly Progress Reports:** Comprehensive reports will be generated quarterly, providing updates on all identified shorter-term progress measures. These reports will include quantitative data, qualitative analysis of trends, and identification of any

	challenges or deviations from planned trajectories. These reports will be shared with the Orange County Business Council (OCBC) leadership, the MedTech Industry Steering Committee, and key regional partners. • **Annual Performance Review:** An in-depth annual performance review will be conducted, assessing progress against both shorter-term and long-term sector-level outcomes. This review will involve a thorough analysis of data, a qualitative assessment of strategic impact, and recommendations for adjustments to the plan. The annual review will be presented to the OCBC Board, relevant state agencies (e.g., California Jobs First oversight bodies), and a broader public audience through a summary report. • **Public-Facing Dashboards/Summaries:** To ensure broad accessibility and transparency, key metrics and progress indicators will be made available through public-facing dashboards or summary documents on the OCBC website. This will allow community members, businesses, and potential investors to easily track the progress of the MedTech Activation Plan. • **Stakeholder Workshops and Forums:** Workshops and forums will be convened with industry leaders, academic partners, workforce development professionals, and community representatives. These sessions will serve as platforms for discussing progress, gathering feedback, and collaboratively addressing emerging issues. They will also be used to disseminate reporting findings and foster a shared understanding of the plan's impact. • **Data Collection and Validation:** A robust data collection and validation process will be established to ensure the accuracy and reliability of all reported measures. This will involve working closely with data providers (e.g., EDD, academic institutions, industry associations) and implementing clear protocols for data aggregation and verification.

	By adhering to these reporting expectations, the Orange County MedTech Activation Plan will maintain a high level of transparency and responsiveness, ensuring that the strategy remains dynamic and effective in achieving its goals.
Dependencies and Challenges	**a. Describe key dependencies and risks to tactical work plan execution and how the strategy addresses them** The successful execution of the Orange County MedTech Activation Plan, and its underlying tactical work plan, is contingent upon several key dependencies and faces various inherent risks. Proactive identification and strategic mitigation of these factors are crucial to ensuring the plan's long-term viability and effectiveness in fostering a thriving MedTech ecosystem. This section outlines these critical dependencies and risks, along with the strategic approaches embedded within the plan to address them. ## Key Dependencies 1. **Sustained Funding and Investment:** • **Description:** The ability to implement proposed initiatives, from workforce development programs to R&D incubation and infrastructure improvements, heavily relies on securing and maintaining adequate financial resources. This includes continued public funding (e.g., California Jobs First, federal grants) and increased private and philanthropic investments. • **How the Strategy Addresses It:** The strategy includes a dedicated section that outlines existing funding, identifies remaining funding gaps, and details a comprehensive approach to securing investments from diverse sources, including federal and state grants, venture capital, corporate partnerships,

	and philanthropy. Continuous engagement with funding partners and transparent reporting on impact will be critical. **2. Skilled Workforce Availability:** ● **Description:** The MedTech sector is highly specialized and requires a continuous supply of skilled talent, from engineers and researchers to manufacturing technicians and regulatory specialists. A shortage of qualified professionals could significantly impede growth and innovation. ● **How the Strategy Addresses It:** The plan prioritizes robust workforce development initiatives, including collaborations with universities, community colleges, and vocational schools to develop tailored curricula, apprenticeships, and training programs. Emphasis is placed on upskilling the existing workforce and creating pathways for new entrants, particularly from disinvested communities, to ensure a diverse and sustainable talent pipeline. **3. Strong Industry-Academic-Government Collaboration:** ● **Description:** Effective execution of the strategy relies on seamless collaboration among MedTech companies, academic institutions (for research and talent), and government agencies (for policy support and funding). Siloed efforts or lack of coordination can hinder progress. ● **How the Strategy Addresses It:** The strategy proposes an "Operating Structure to Organize and Execute" that establishes a MedTech Industry Steering Committee and a Regional Implementation Team. These bodies are designed to foster strong partnerships, facilitate communication, and ensure alignment of goals and efforts across all stakeholders. Regular forums and workshops will further strengthen these collaborative ties.

4. **Supportive Regulatory Environment:**
    - **Description:** The MedTech industry operates within a complex and evolving regulatory landscape. Unfavorable or unpredictable regulations can stifle innovation, increase costs, and deter investment.
    - **How the Strategy Addresses It:** The plan includes a focus on "Policy and Regulatory Support," advocating for policies that create a favorable business environment. This involves engaging with policymakers to streamline processes, ensure supportive legislation, and provide incentives that encourage MedTech innovation and manufacturing within Orange County.

Key Risks and Mitigation Strategies

1. **Economic Downturns and Market Volatility:**
    - **Risk:** Broader economic recessions or specific market downturns in the healthcare or technology sectors could reduce investment, slow company growth, and impact job creation.
    - **Mitigation:** The strategy emphasizes diversification within the MedTech sector (e.g., beyond just medical devices to diagnostics, digital health) to build resilience. It also focuses on attracting a diverse range of funding sources (public, private, philanthropic) to reduce reliance on any single stream. Furthermore, the plan promotes the development of essential skills that are transferable across various industries, enhancing workforce adaptability.
2. **Intense Competition from Other Regions:**
    - **Risk:** Other regions, both domestically and internationally, are actively competing to attract MedTech investment and talent. Failure to differentiate

	Orange County or offer compelling incentives could lead to a loss of competitive edge. • **Mitigation:** The strategy highlights Orange County's unique strengths, such as its robust innovation ecosystem, existing MedTech cluster, and skilled workforce. It includes tactics for "Global Market Access and Promotion" to actively market the region as a premier destination for MedTech. Continuous investment in R&D infrastructure and quality of life initiatives will also enhance attractiveness. **3. Rapid Technological Change:** • **Risk:** The MedTech sector is characterized by rapid technological advancements. Failure to adapt to new technologies (e.g., AI in healthcare, personalized medicine) or to continuously innovate could render existing skills or products obsolete. • **Mitigation:** The plan integrates "Research and Development Incubation" and continuous workforce upskilling. It promotes strong ties with academic research institutions to ensure the region remains at the forefront of technological innovation. Flexible training programs will be designed to quickly incorporate emerging technologies and skill requirements. **4. Talent Retention Challenges:** • **Risk:** Even with effective talent pipelines, retaining top MedTech talent can be challenging due to high demand and competition. High cost of living or lack of career progression opportunities could lead to talent drain. • **Mitigation:** The strategy aims to create high-quality, high-paying jobs and foster a vibrant professional community. It also considers broader quality of life factors, including affordable housing initiatives and community amenities, to make Orange

	County an attractive place for MedTech professionals to live and work. Promoting career pathways and leadership development within local companies will also aid retention. 5. **Supply Chain Disruptions:** ● **Risk:** Global supply chain vulnerabilities, as highlighted by recent events, could impact the availability of critical components or raw materials for MedTech manufacturing. ● **Mitigation:** The plan includes a focus on "Supply Chain Strengthening and Localization," aiming to identify critical gaps and attract key suppliers to the region. This reduces reliance on distant or vulnerable supply chains and builds a more resilient local ecosystem. By systematically addressing these dependencies and risks, the Orange County MedTech Activation Plan aims to build a robust and sustainable foundation for the sector's growth, ensuring that challenges are anticipated and mitigated effectively to achieve long-term success.

Activation Plan: Tactical Work Plan Template - Med Tech Sector

Strategy: Targeted Workforce Development and Talent Pipeline Enhancement Develop and expand specialized training programs, apprenticeships, and educational pathways to meet the evolving demands of the MedTech industry. This includes fostering collaborations between educational institutions and industry to ensure curriculum relevance and to address specific skill gaps, particularly in emerging areas like digital health and AI in medical devices.			
Tactic & Overview	Task	Responsible Party	Timeline
Tactic 1: Workforce Development and Talent Pipeline a. Purpose: ● To ensure a continuous supply of skilled talent for the Orange County MedTech sector and to align educational offerings with industry demands. b. Program design: ● The council will comprise representatives from MedTech companies, educational institutions (universities, community colleges, vocational schools), workforce development boards, relevant government agencies, workforce centered non-profits, and community-based organizations. It will	**Task 1:** Conduct a comprehensive MedTech workforce needs assessment, including surveys of local companies and analysis of job market data, to identify critical skill gaps and emerging talent demands.	Public Sector and Economic Development Organizations, Educational Institutions and Workforce Training Providers, Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support	Complete workforce needs assessment (Q2 2025). By June 30, 2025.

conduct regular assessments of workforce needs and recommend curriculum adjustments and new program development. c. Team: ● SIC, Educational Institutions and Workforce Training Providers, Public Sector and Economic Development Organizations, Industry Associations and Chambers of Commerce Small Business and Entrepreneurship Support Organizations, Community Based Organizations. d. Costs: ● Operating Costs: Estimated - $150,000-$250,000 annually (staff salaries for program coordination, office space, administrative support, general outreach materials). ● Program-Specific Costs: Estimated - $650,000-$950,000 over 3 years (curriculum development, apprenticeship stipends, scholarships, specialized equipment for training). ● Potential Funding Sources: Regional Investment Initiative Catalyst funds, state and federal workforce development grants (e.g.,		Organizations, Community Based Organizations.	
	Task 2: Develop and pilot new or revised training programs and curricula in collaboration with educational institutions to address identified skill gaps, with a focus on areas such as medical device manufacturing, regulatory affairs, and digital health technologies.	Educational Institutions and Workforce Training Providers, Public Sector and Economic Development Organizations, Small Business and Entrepreneurship Support Organizations, Community Based Organizations.	Pilot new programs (Q3 2025). By September 30, 2025.
	Task 3: Establish and promote apprenticeship and internship programs within MedTech companies to provide hands-on experience and direct pathways to employment for students and job seekers.	Public Sector and Economic Development Organizations, Industry Associations and Chambers of Commerce, Educational Institutions and	Launch apprenticeship/internship programs (Q4 2025). By December 31, 2025.

Department of Labor, EDD), private industry contributions, philanthropic grants, educational institution budgets. e. Potential metrics: ● Overall increase in MedTech-specific employment in Orange County. ● Percentage of MedTech jobs offering wages above regional average. ● Number of new MedTech training programs established. ● Overall job placement rates of program graduates in the MedTech sector.		Workforce Training Providers, Small Business and Entrepreneurship Support Organizations, Community Based Organizations.	
	Task 4: Implement targeted outreach and recruitment strategies to attract diverse talent, including underrepresented groups and veterans, into MedTech training programs and careers.	Public Sector and Economic Development Organizations, Community Based Organizations, Educational Institutions and Workforce Training Provider.	Ongoing, with initial campaigns launched (Q1 2026).
	Task 5: Develop a mentorship program connecting experienced MedTech professionals with students and early-career individuals to provide guidance and career development support.	Industry Associations and Chambers of Commerce.	Program design and launch (Q2 2026).

Tactic 2: Research and Development Incubation and Commercialization a. Purpose: To accelerate the growth of MedTech startups and facilitate the commercialization of innovative technologies within Orange County. b. Program design: This tactic involves establishing and supporting dedicated MedTech incubators and accelerators, providing access to specialized lab space, prototyping facilities, expert mentorship, and connections to funding sources. Programs will be designed to guide startups through critical development phases, from concept to market entry. c. Team: Public Sector and Economic Development Organizations, Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations. d. Costs: ● Operating Costs: Estimated - $200,000-	**Task 1:** Establish or expand dedicated MedTech incubator and accelerator programs with access to specialized lab facilities and equipment.	Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations.	Program expansion/establishment (Q1 2026 - Q4 2027).
	Task 2: Develop a robust mentorship network of experienced MedTech entrepreneurs, executives, and technical experts to provide guidance to startups.	Industry Associations and Chambers of Commerce.	Ongoing recruitment and matching (Q2 2026).
	Task 3: Organize pitch events, investor forums, and demo days to connect MedTech startups with venture capital, angel investors, and corporate partners.	Public Sector and Economic Development Organizations, Industry Associations and Chambers of Commerce, Educational Institutions and Workforce Training Providers, Small Business and Entrepreneurship	Quarterly events, starting (Q3 2026).

$350,000 annually (staff for program management, facility maintenance, general administrative overhead). ● Program-Specific Costs: Estimated - $800,000-$1,450,000 over 3 years (facility upgrades, equipment, seed funding, regulatory assistance, marketing for events). ● Potential Funding Sources: Private venture capital, corporate sponsorships, federal grants (e.g., NIH, NSF), state innovation grants, philanthropic foundations, program fees from participating startups. e. Potential metrics: ● Number of new MedTech startups successfully launched and sustained. ● Total amount of follow-on funding (VC, grants) secured by incubated companies. ● Number of patents filed and intellectual property generated. ● Time to market for new MedTech products developed within the ecosystem.		Support Organizations, and Venture Capital Firms.	
	Task 4: Provide technical assistance and regulatory guidance to startups navigating the complex MedTech regulatory landscape (FDA, international standards).	Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations.	Ongoing support, starting (Q4 2026).
	Task 5: Facilitate access to shared resources, such as prototyping services, contract manufacturing, and clinical trial support, for early-stage companies.	Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations.	Ongoing, with initial partnerships established (Q1 2027).

Tactic 3: Supply Chain Strengthening and Localization Purpose: To build a resilient and robust local supply chain for the MedTech sector, reducing dependencies on external sources and fostering regional economic growth. Program design: This tactic focuses on identifying critical gaps in the existing MedTech supply chain within Orange County and implementing targeted initiatives to attract, retain, and develop local suppliers. This includes providing incentives, facilitating matchmaking between MedTech companies and local suppliers, and supporting supplier development programs to meet industry standards. Team: SIC, Public Sector and Economic Development Organizations, Industry Associations and Chambers of Commerce, Educational Institutions and Workforce Training Providers,	**Task 1:** Conduct a comprehensive analysis of the Orange County MedTech supply chain to identify critical gaps, single points of failure, and opportunities for localization.	Public Sector and Economic Development Organizations, Industry Associations and Chambers of Commerce	Complete analysis (Q4 2025).
	Task 2: Develop and implement an incentive program (e.g., tax breaks, expedited permitting, grants) to attract new MedTech suppliers and manufacturers to Orange County.	Public Sector and Economic Development Organizations.	Program design (Q1 2026); launch (Q2 2026).
	Task 3: Establish a matchmaking platform or regular networking events to connect local MedTech companies with potential local suppliers.	SIC, Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations	Platform launch/first event (Q3 2026).

Small Business and Entrepreneurship Support Organizations Costs: ● Operating Costs: Estimated - $100,000–$150,000 annually (staff for supply chain analysis and coordination, administrative support). ● Program-Specific Costs: Estimated - $500,000–$850,000 over 3 years (incentive programs, marketing for attraction, supplier development programs, platform development). ● Potential Funding Sources: Local government economic development funds, state grants (e.g., California Competes Tax Credit), private industry contributions, regional economic development agencies, federal grants for supply chain resilience. Potential metrics:	**Task 4:** Develop supplier development programs to help local businesses meet the quality, regulatory, and technical standards required by the MedTech industry.	Industry Associations and Chambers of Commerce, Educational Institutions and Workforce Training Providers, Small Business and Entrepreneurship Support Organizations, and community-based organizations.	Program design (Q4 2026); launch (Q1 2027).
	Task 5: Create a database of local MedTech suppliers and their capabilities to facilitate easier sourcing for regional companies.	SIC, Public Sector and Economic Development Organizations, Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations, and	Database development and launch (Q3 2027).

• Increase in the number of MedTech suppliers and manufacturers in Orange County. • Percentage increase in local sourcing by MedTech companies. • Reduction in supply chain lead times and vulnerabilities. • Job creation within new or expanded supply chain companies.		Community Based Organizations.	
Tactic 4: Policy and Regulatory Support Purpose: To create a favorable policy and regulatory environment that supports the growth, innovation, and competitiveness of the Orange County MedTech sector. Program design: This tactic involves proactive engagement with local, state, and federal policymakers to advocate for legislation, incentives, and streamlined processes that benefit the MedTech industry. It also includes providing	**Task 1:** Establish a dedicated MedTech Policy Working Group within OCBC to monitor legislative developments and identify advocacy priorities.	SIC, Public Sector and Economic Development Organizations, Industry Associations and Chambers of Commerce	Formation (Q1 2026).
	Task 2: Advocate for state and local tax incentives and grant programs specifically designed to attract and retain MedTech companies and R&D investment.	SIC, Public Sector and Economic Development Organizations, Industry Associations and	Ongoing advocacy, with proposals submitted (Q2 2026).

resources and guidance to companies on navigating regulatory complexities. Team: SIC, Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations, Educational Institutions and Workforce Training Providers and Public Sector and Economic Development Organizations Costs: ● Operating Costs: Estimated - $50,000- ● $80,000 annually (staff for policy analysis, advocacy coordination, general administrative support). ● Program-Specific Costs: Estimated - $250,000-$420,000 over 3 years (lobbying efforts, policy research, workshop delivery, publication development). ● Potential Funding Sources: OCBC membership dues, industry association contributions, corporate sponsorships, grants for policy advocacy, government		Chambers of Commerce	
	Task 3: Work with local and state agencies to streamline permitting and regulatory approval processes for MedTech facility construction, expansion, and operations.	Public Sector and Economic Development Organizations, Industry Associations and Chambers of Commerce.	Ongoing, with initial process reviews (Q3 2026).
	Task 4: Organize forums and workshops to educate MedTech companies on evolving regulatory requirements (e.g., FDA, GDPR) and best practices for compliance.	Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations.	Quarterly workshops, starting (Q4 2026).
	Task 5: Publish white papers and policy briefs to inform policymakers and the public about the economic impact and policy needs of the Orange County MedTech sector.	SIC, Public Sector and Economic Development Organizations, Educational Institutions and	1-2 publications annually, starting (Q3 2027).

grants for regulatory streamlining initiatives. Potential metrics: • Number of supportive policies or regulations enacted. • Reduction in average permitting and approval times for MedTech businesses. • Amount of new public funding allocated to MedTech-related infrastructure or programs. • Improved business sentiment regarding the regulatory environment.		Workforce Training Providers	
Tactic 5: Strategic Partnerships and Collaboration Purpose: To foster a cohesive and collaborative ecosystem among industry, academia, government, and community organizations to drive collective action and maximize the impact of MedTech initiatives. Program design:	**Task 1:** Formalize the establishment of the Orange County MedTech Industry Council, comprising key leaders from industry, academia, and government.	SIC, Public Sector and Economic Development Organizations, Educational Institutions and Workforce Training Providers, Small Business and Entrepreneurship Support	Council formation (Q1 2026).

This tactic focuses on establishing formal and informal platforms for dialogue, resource sharing, and joint project development. It includes the formation of a dedicated MedTech Industry Council and the organization of regular cross-sector events to build strong relationships and align strategic efforts. Team: SIC, Public Sector and Economic Development Organizations, Educational Institutions and Workforce Training Providers, Small Business and Entrepreneurship Support Organizations, Industry Associations and Chambers of Commerce, Community Based Organizations. Costs: ● Operating Costs: Estimated - $80,000–$120,000 annually (staff for partnership coordination, administrative support, communication platforms). ● Program-Specific Costs: Estimated - $320,000–$580,000 over 3 years (council operations, collaborative project seed funding, networking events, recognition programs).		Organizations, Community Outreach and Equity Organizations.	
	Task 2: Organize meetings of the MedTech Industry Council to discuss sector trends, identify strategic priorities, and coordinate initiatives.	SIC, Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations	Quarterly, starting (Q2 2026).
	Task 3: Facilitate the formation of cross-sector working groups to address specific challenges or opportunities (e.g., AI in MedTech, clinical trial access).	SIC, Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations	1-2 working groups formed annually, starting (Q3 2026).
	Task 4: Develop a shared communication platform (e.g., online portal, newsletter) to disseminate information, share	SIC	Platform launch (Q4 2026).

• Potential Funding Sources: OCBC, industry associations, corporate sponsorships, philanthropic grants, joint funding from partner organizations, government grants for collaborative initiatives. Potential metrics: • Number of active cross-sector partnerships established. • Number of collaborative projects initiated and successfully completed • Increased resource sharing and leveraged funding across partners. • Improved stakeholder satisfaction with collaboration efforts.	best practices, and promote collaborative opportunities across the ecosystem.		
	Task 5: Organize an annual Orange County MedTech Ecosystem Summit to bring together all stakeholders for strategic planning, networking, and celebration of achievements.	SIC, Industry Associations and Chambers of Commerce, Small Business and Entrepreneurship Support Organizations, Public Sector and Economic Development Organizations, Community Based Organizations	Annual event, starting (Q1 2027).