Supportive Services

Other Assets

Vocational Education & Training

Employment Services

Contra Costa County Asset Mapping

Final Report

Fall 2015

PCG | *Human Services*
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I. EXECUTIVE SUMMARY

The overall goal of the asset mapping project is to collect and analyze data on the broader workforce development ecosystem in Contra Costa County to better inform strategic planning efforts, collaboration and convening initiatives, and overall public workforce system investments to improve outcomes for jobseekers and businesses.

The purpose of the Contra Costa County Asset Mapping project is to provide further strategic planning efforts by identifying what regional assets exist countywide, potential gaps in delivery services in structures and strategies, and opportunities to better align workforce assets to increase system throughputs and performance.

The Contra Costa County Workforce Development Board (CCCWDB) and Employment and Human Services Department (EHSD) set a goal to conduct a community asset mapping project that would develop a comprehensive inventory and geographical maps of the broader workforce development system and services in the region.

In pursuit of these goals, these agencies contracted Public Consulting Group, Inc. (PCG) to support in regional data collection and analysis. PCG interviewed representatives from organizations and conducted research on organizations that were identified as part of the broader workforce development system, adding data from the U.S. Census, California Employment Development Department, and Economic Modeling Specialists Intl. (EMSI) to provide employment and demographic data context.[i] [ii] [iii] Interviews included basic questions about the organization, including address, contact information, target population, funding, and services the organization provides.

This report details the project's process, data collection methodology, analysis, and key findings identified for regional stakeholders and funding entities to consider when planning the next generation of the Contra Costa County workforce development service delivery system. Resulting recommendations are listed on the following page. Detailed descriptions can be found in section *V. Summary and Recommendations*.

Figure 1

Recommendations

1) Build capacity throughout each point of the employment services continuum, especially in intake/assessment and job placement, to develop a comprehensive pipeline that leads to gainful employment

2) Enhance the capacity of assets serving Contra Costa County to be responsive to the trends, needs, and demands of the region

3) Construct pipelines and partnerships to assets outside of Contra Costa County, especially in Alameda County

4) Consider demographics and the aggregate totals of assets that serve each targeted population when funding capacity building for both local assets and the One-Stop system

5) Enhance the capacity of existing multi-service centers and develop new ones by aligning existing single-service centers

6) Bridge the gap between education and employment, increasing joint efforts between community colleges and workforce development in providing access to student jobseekers and engaging employers

7) Align youth service investments to mirror youth population densities and youth needs, especially in the East subregion

8) Partner in a deeper, more meaningful way with the foundation community and non-traditional and discretionary funding streams

9) Conduct a countywide study of local employers, anchor institutions, commute patterns, and migration patterns to investigate and prepare for local employment needs and trends

10) Employ innovation and technology to increase access and fill gaps in capacity, both inside and outside of the County

II. PROJECT METHODOLOGY

a. Data Collection

PCG used primary source interviews, online research, and selected data from Contra Costa Crisis Center to document and map the broader workforce development system in Contra Costa County.

CCCWDB leadership also provided a list of interviewees referred to as "subject matter experts," representatives from local organizations whom they believed could provide insight and personal experience with the workforce development system in the County. Then, through chain-referral sampling, or "snowball sampling," PCG conducted quantitative and qualitative interviews, either face-to-face or over the phone, with high-level representatives and/or online research of over 250 workforce development service sites.

Each interviewee was asked a series of quantitative questions regarding their organization's contact information, target populations, and services provided among other data points. Interviewees were also asked a series of open-ended qualitative questions regarding their organization's mission, role, strategic partners, and initiatives as related to the broader workforce development system. This pronged approach provided the research team with the quantitative data needed to develop a thorough inventory of the workforce services in the County, while the qualitative responses informed the understanding of the broader system, identified opportunities to drive alignment initiatives, identified potential service gaps, and helped formulate the recommendations.

2-1-1 Community Services Data

Qualitative Interviews

Online Research

The "broader workforce development system":

The collection of employment services, vocational education and training assets, supportive service providers, and other assets that all work towards the common goal of investing in human capital development.

At the end of each interview, respondents provided a list of their partners in the workforce development space, which served as leads for the next round of interviews with service providers across the county. By beginning this snowball sampling methodology with the foundation of the publicly-funded workforce development system (One-Stop centers, Community Colleges, etc.), the network of alignment and partnerships currently in place across Contra Costa County could be documented.

Data from Contra Costa Crisis Center (the organization that maintains the 2-1-1 repository of countywide services, programs, and organizations) supplemented the interviews. PCG cross-referenced the 269 assets provided by the 2-1-1 data and found that only 127 of them were unique, original organizations (many were mentioned multiple times in that they offer multiple types of services).

PCG cross-walked the service and program codes used by Contra Costa Crisis Center into four categories that make up the broader workforce development system, which is defined as "the collection of employment services, vocational education and training assets, supportive service providers, and other assets that all work towards the common goal of investing in human capital development." In the end, PCG identified many more assets than those provided by the 2-1-1 data, documenting 440 service sites in total.

In total, 440 service sites were documented in an MS ACCESS inventory and analyzed using Geographic Information Systems (GIS) mapping technology. PCG grouped service sites into four key categories: 1) Employment Services, 2) Vocational Education and Training, 3) Supportive Services, and 4) Other Assets.

Figure 2

Employment Services

Vocational Education and Training

Supportive Services

Other Assets

Service sites identified through interviews, research, and/or Contra Costa Crisis Center data that fit into one or more of the four categories listed above were included in the Contra Costa County Inventory of Workforce Development Services MS Access Database. Please note that these categories are not mutually exclusive; service sites that provide more than one category of service are included in each category, defining what will later be referred to as "multi-service" centers. Figure 3 provides descriptions of each category and examples of their services.

Figure 3

Employment Services	Vocational Education and Training	Supportive Services	Other Assets
Description: Service providers that form the foundation of the workforce development service delivery system.	**Description:** Organizations that provide basic workforce-oriented education and training, offer subsidies for those seeking vocational education and training, and support education and training activities.	**Description:** Service sites that provide necessary support for individuals to achieve and retain meaningful employment.	**Description:** All other workforce assets with which the broader workforce development system in is currently aligning and/or has an opportunity to leverage more strategically.
Examples: • Assistance Accessing Public Benefits and Work Support • Case Management Services • Individual Assessments • Job Placement Services • Job Readiness Training (Resume writing assistance, interview skills, etc.) • Soft Skills Building (Networking, conflict resolution, stress management, etc.) • Entrepreneurial/Small Business Development Services	**Examples:** • Basic Skills Training (GED, computer literacy, ESL, etc.) • Asset building/financial literacy (Personal budgeting, tax assistance, etc.) • Training that leads to industry recognized credential/degree • Training that does not lead to industry recognized credential/degree • Other vocational education and training services (Educational tutoring, internships, ex-offender re-entry programs, etc.)	**Examples:** • Child Care Providers and Subsidies • Transportation • Work Clothing • Books • Health Care • Legal Resources • Emergency Food • Shelter • Other supportive services (Counseling, career and college support, job accommodation services, etc.)	**Examples:** • Community Facilities/Centers • Advocacy/Research Groups • Foundations and Grant-funding Organizations • Chambers of Commerce • Youth Programs (After school programs, religious education programs, volunteering opportunities) • Senior Services • Crisis Services • Organizations offering referrals • Health and Wellness/Recreation Programs

This database was used as the foundation of a series of GIS maps to overlay the region's service sites with respect to the County's public transportation opportunities, economic development strategies, and poverty levels as defined by the 2010 US Census and 2009-2013 American Community Survey 5-Year Estimates. ***Thus, the strategic recommendations and analysis in this report can be further explored and readily implemented through the usage of the inventory and corresponding reports found in the MS Access Database.*** Figure 4 below lays out each data source, its description, and its purpose in this project.

Figure 4

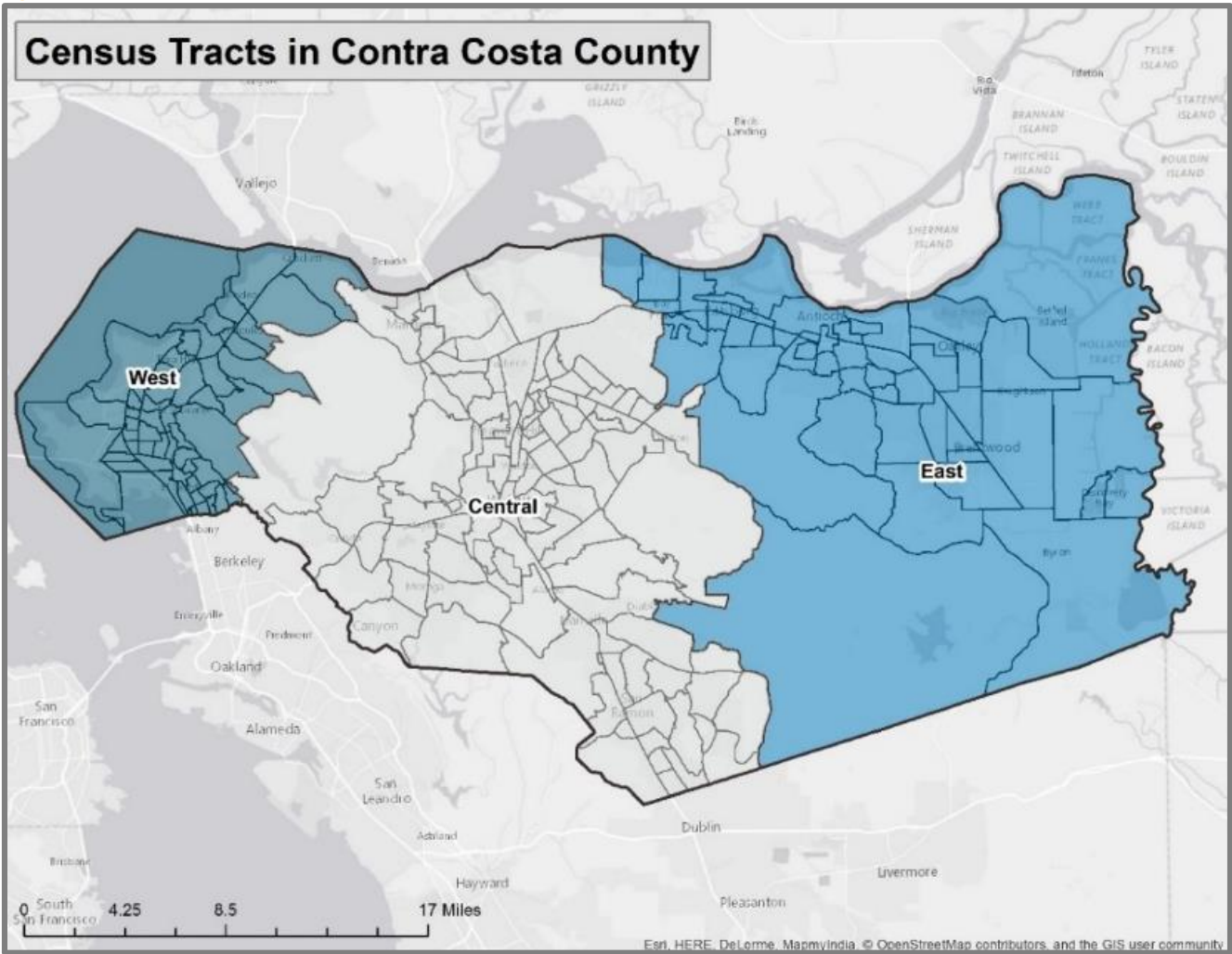| SOURCE	DESCRIPTION	PURPOSE
PCG Asset Mapping Project Interviews	Quantitative/qualitative	1) Populate the inventory of services and GIS maps of the service providers that make up the broader workforce development system 2) Provide qualitative information to help PCG better understand the linkages, roles, and opportunities that currently exist in Contra Costa County's workforce development system
Contra Costa Crisis Center Data	Quantitative	Analyze and code service provider data from Contra Costa Crisis Center to match specific workforce development assets categories
Online Research	Quantitative/qualitative	Research online websites of organizations that did not participate in an interview
EMSI Analyst*	Reference data	Collect supportive data on local demographics and industries
2010 Census Data and American Community Survey 5 Year Data (2009-2010)	Reference data	Collect varied demographic data to map data layers by census tract in Contra Costa County

*EMSI uses over 90 Federal, State, and Private data sources. This project primarily accessed U.S. Census Bureau data (ACS), Bureau of Labor Statistics (CPS/CES/OES), and Equifax business level data.

While the research team thoroughly documented the broader workforce development system in Contra Costa County, some data collection challenges existed. Despite multiple phone calls and voicemails, many service providers identified through the chain-referral sampling methodology were not reachable for primary quantitative and qualitative interviews. In those instances, Contra Costa Crisis Center data, validated via the organization's website, was used to ensure these organizations were appropriately represented in the inventory.

b. Workforce Subregions in Contra Costa County

Much of the analysis in this report is conducted through the perspective of subregions contained by Contra Costa County. The use of subregions provides a mechanism through which regional analysis can break down the large population of 1,049,025 people within Contra Costa County. To provide a glimpse into subregional makeups, the list of cities in Figure 5 make up the West, Central, and East subregions of the County. Being that census data was used in this study, some cities crossed over multiple regions, as did their census tracts.
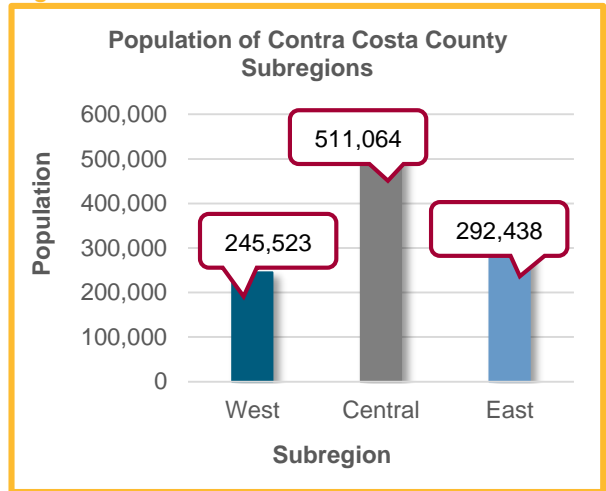
Figure 5

West	Central	East
Richmond **Pinole** **San Pablo** **El Cerrito** **Hercules**	**Danville** **Richmond** **Walnut Creek** (Primarily in **San Ramon** West) **Pleasant Hill** **Hercules** **Clayton** (Primarily in **Martinez** West) **Concord** **Pittsburg** **Lafayette** (Primarily in **Orinda** East) **Moraga**	**Pittsburg** **Oakley** **Antioch** **Brentwood** **Clayton** **Concord** (Primarily in (Primarily in Central) Central)

Figure 5 maps these subregions and their census tracts, while Figure 6 shows the population distribution in Contra Costa County with respect to each subregion. Much of this report's analysis is based on the relative density of workforce assets that provide specific services and/or target specific populations with respect to the number of people living in the West, Central, and East subregions.

In examining these subregions more closely, census tracts were employed to garner local data figures. 208 census tracts make up Contra Costa County. Figure 6 demonstrates how subregional populations were calculated by grouping census tract data.

In addition, it was found that each subregion differs in poverty rates – with the estimated percentage of individuals below the poverty level reaching double digits in the West and East subregions.[iv]

Figure 6

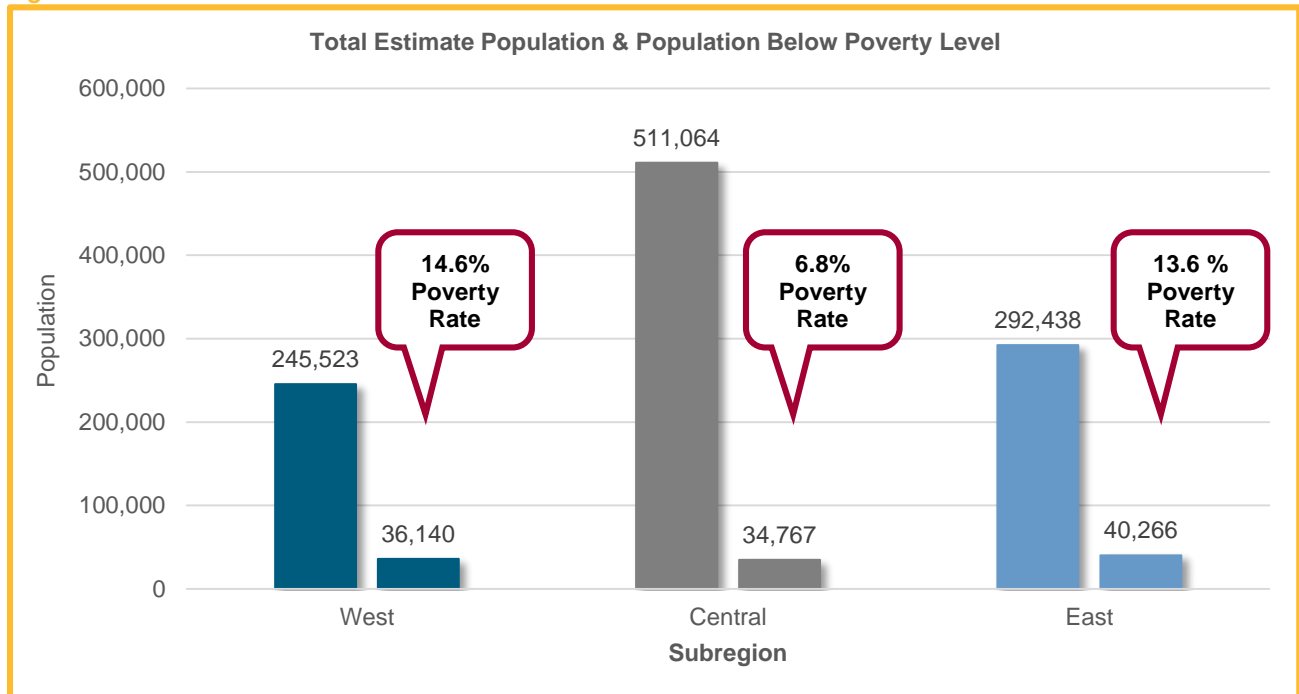**Population of Contra Costa County Subregions**

Investment Strategy

Strategies in the West and East must be geared toward serving individuals based on need.

Figure 7 demonstrates that the West subregion has the smallest total population but the highest poverty rate (14.6%). However, the East subregion is not far behind, at 13.6%.

Figure 7

Total Estimate Population & Population Below Poverty Level

III. MAPPING AND ANALYSIS OF REGIONAL WORKFORCE DEVELOPMENT ASSETS

A region's workforce development system is composed of service providers and organizations, both publicly and privately funded, that work together to engage, train, and support individuals in multiple stages of their career development. The Contra Costa County One-Stop Career Centers are the backbone of the County's publicly funded workforce service delivery system.

While the County has experienced much growth and success in many ways, the traditional employment structure is facing increasing demands, caused by a growing skills gap for 21st century jobs, stubbornly high unemployment rates, higher performance requirements, public sector austerity, and decreased funding. Service providers across the county are being asked to do more with less.
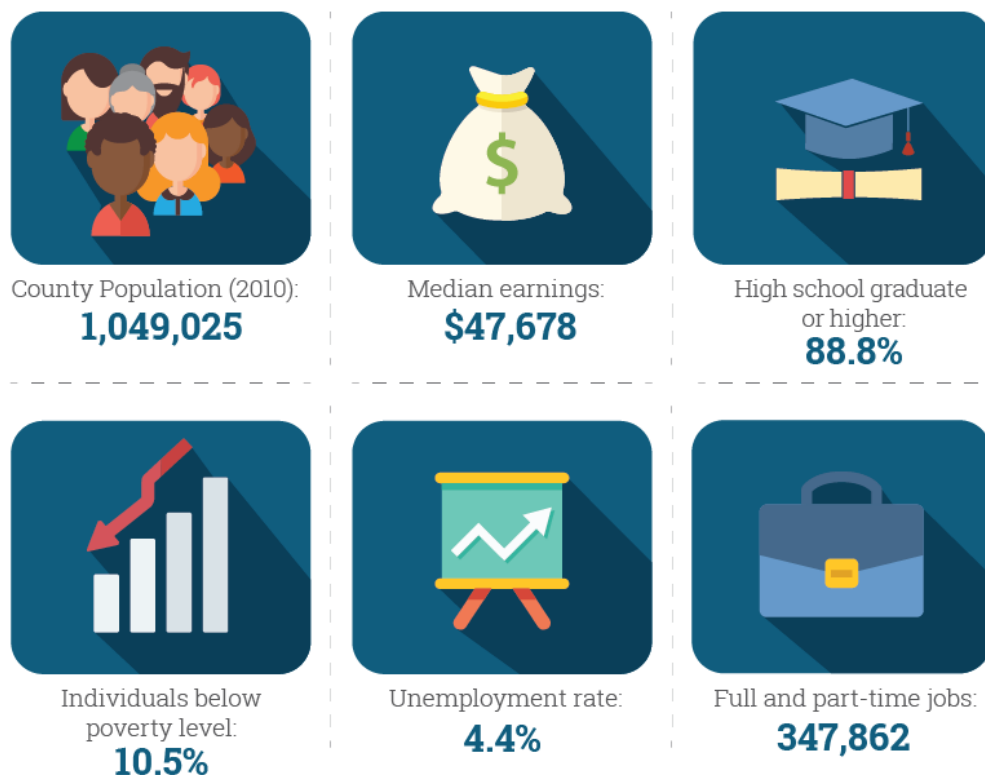
To meet this challenge, the entities that make employment service investment decisions in the County must think strategically about how they can garner the maximum Return on Investment (ROI) for each public dollar spent. This section provides an analysis of the workforce assets in Contra Costa County, both in aggregate and by subregion, identifying specific opportunities to leverage and align assets and strategies to garner greater community impact.

a. All of Contra Costa County

Contra Costa County and its neighbor, Alameda County, are collectively referred to as the "East Bay" and cover 1,450 square miles to the east of the San Francisco Bay.**Error! Bookmark not defined.** The region as a whole is quite diverse, both in its population makeup and industry sector representation (including biomedical technology and alternative energy). Access to the Bay Area's Interstate freeway network and Bay Area Rapid Transit (BART) systems helps define the East Bay's central location – it is close to metropolitan and business-focused areas, while offering a good quality of life. This section analyzes the County's workforce assets and their: service mix and public transportation; category and subregion; the employer service continuum; and targeted populations.

Figure 8

Contra Costa County by the Numbers[i iv iii]

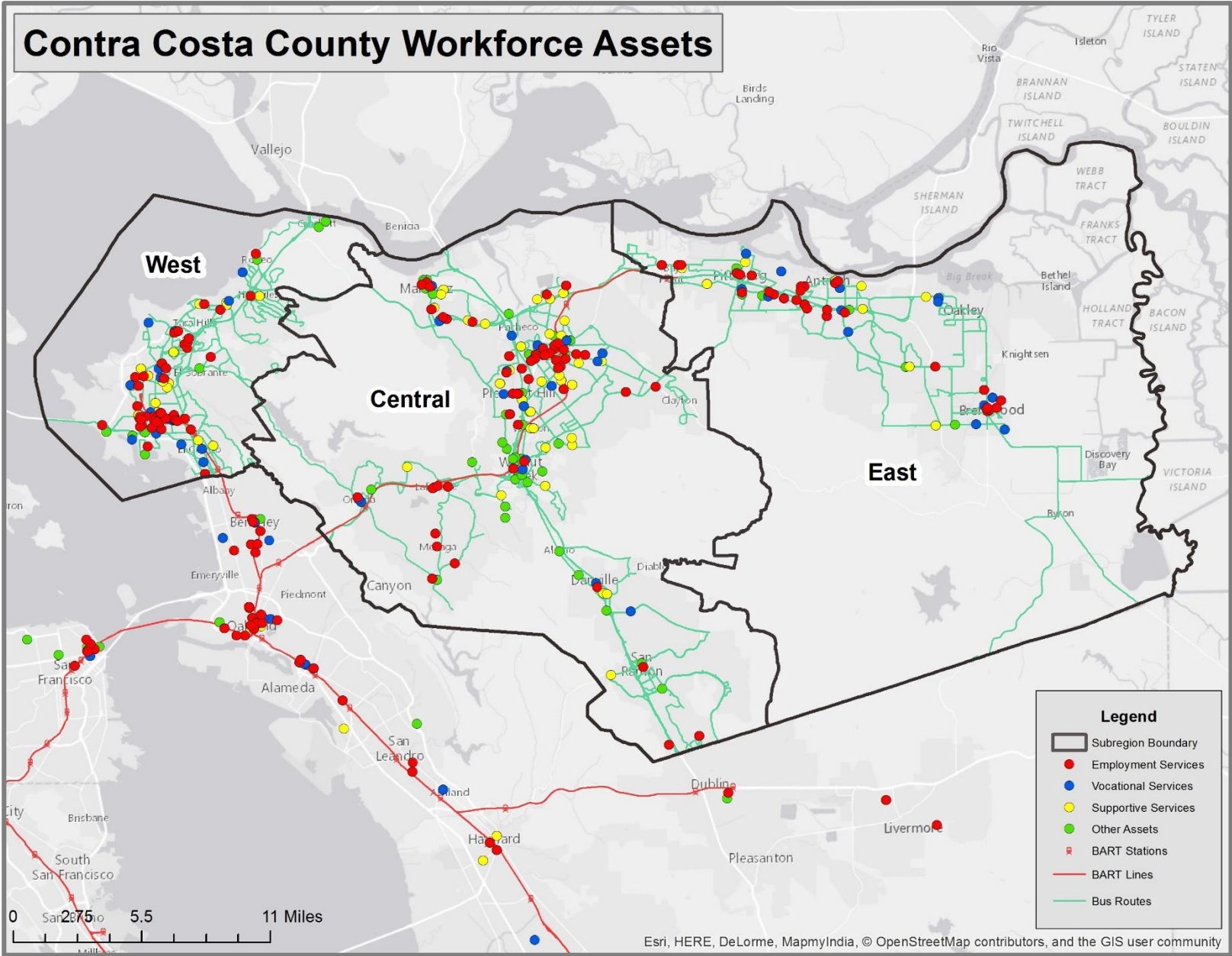|		
County Population (2010): **1,049,025**	Median earnings: **$47,678**	High school graduate or higher: **88.8%**
Individuals below poverty level: **10.5%**	Unemployment rate: **4.4%**	Full and part-time jobs: **347,862**

SERVICE MIX AND PUBLIC TRANSPORTATION

349 assets within in the County were identified as providers of a large distribution of services which support the County's 1,049,025 residents. The countywide map shown in Figure 9 shows the distribution of these assets by workforce asset category. This map shows the highest density of assets in the Central subregion, with a large concentration of services in the Pleasant Hill and Concord areas.
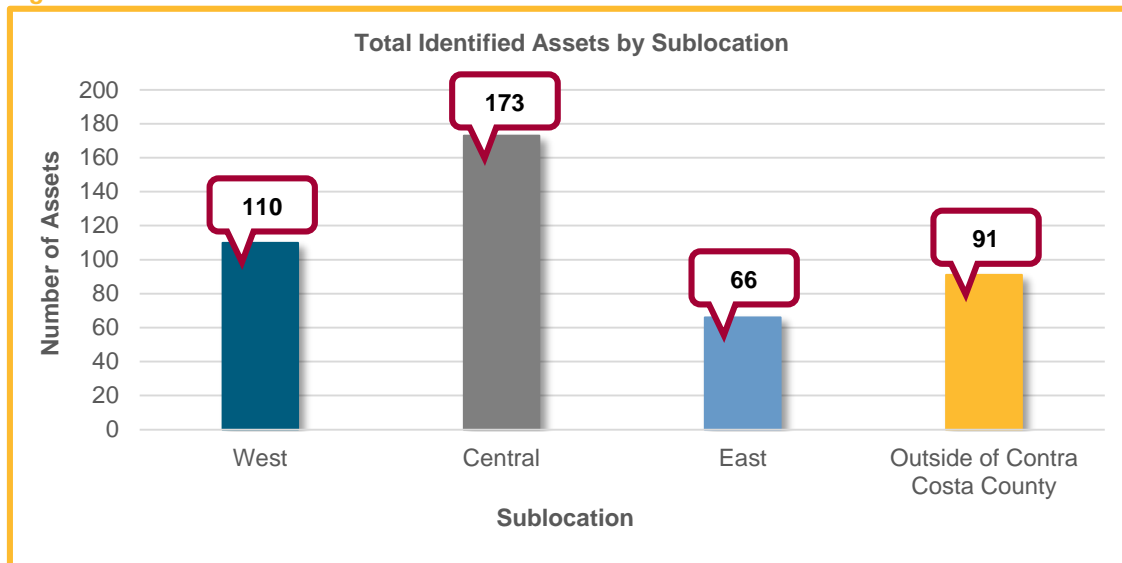
The overlay of BART and public bus routes shows that the vast majority of assets are connected to major population centers, both within the County and in San Francisco and Oakland. However, in the West, as one travels northeast out of Richmond, the concentration of services begins to thin. The same instance takes place as one travels south, northwest, or **An uneven distribution of assets and lack of consistent public transportation infrastructure creates challenges to reach those who need services.**

northeast out of Concord. The East subregion experiences this thinning on an even larger scale and has limited access to public transportation infrastructure, as BART reaches only as far as Pittsburg/Bay Point. This not only isolates the East from the rest of the County – it also cuts off the subregion from the neighboring Alameda County, where many workforce service assets and employers reside.

Figure 9

The largest concentration of assets are found within the following cities in Contra Costa County: Antioch, Concord, Martinez, Pittsburg, Pleasant Hill, Richmond, and Walnut Creek. Not surprisingly, a large amount of assets which provide services in Contra Costa County and/or contribute to the County's workforce development system are located outside of the County, in Oakland and in San Francisco.

Figure 10

Total Identified Assets by Sublocation

Of these 440 assets, 349 are located in/originate from Contra Costa County and 91 are located outside of the County – meaning that in regards to assets that are located within the County that serve the County's population, there are approximately 3.3 assets per 10,000 people. Diving deeper into this countywide distribution of services, Figure 11 shows the total number of workforce assets, per subregion, with respect to the population of each subregion.
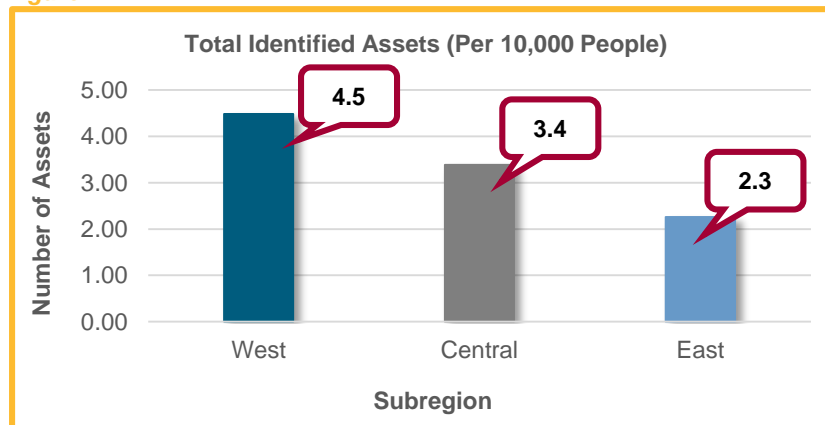
349 assets

Located inside Contra Costa County

91 assets

Located outside Contra Costa County

Even when controlling for subregional population differences, the West subregion has a higher density of assets than both the Central and East subregions, though it is smallest in geographic size. This measures the volume of service sites with respect to the "universal customer," or general public population eligible for low-intensity, core employment services.

Figure 11

Total Identified Assets (Per 10,000 People)

These findings presents key opportunities in target investment strategies:

Investment Strategy

The West subregion has a higher volume of workforce assets and service sites in a smaller geographic area, creating an opportunity for funding entities to strategically convene, align, and leverage these assets to serve common customers.
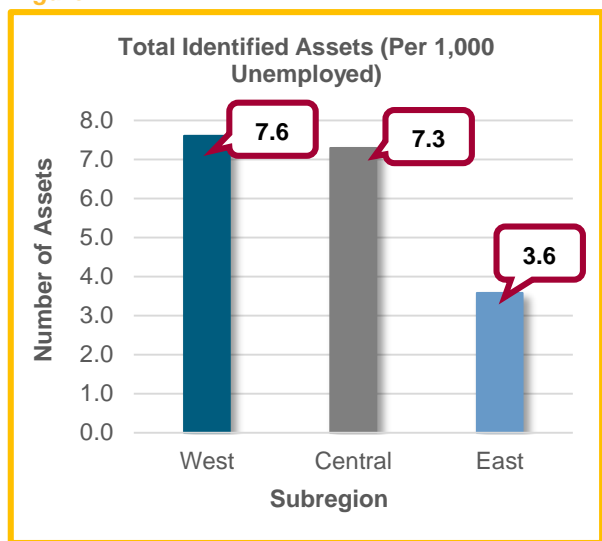
The lower density of workforce assets in the Central and East subregions suggests that funding entities may garner the most ROI by building the capacity of existing local organizations to serve more people more effectively.

In addition to providing core services for any Contra Costa County resident who enters a local One-Stop Career Center or partner access point, the system must offer additional services to populations that are "hard to serve" and that meet specific eligibility requirements, such as low-income and/or unemployed individuals. These needs-based requirements serve to focus service investments towards individuals, communities, and subregions that need them the most.

Figure 12 shows the dissemination of workforce assets based on subregional need in the County, with the number of unemployed persons serving as a proxy for the demand of intensive workforce services.

When analyzing the volume of workforce assets by need, the West subregion ranks highest with 7.6 workforce assets per 1,000 unemployed persons, followed by the Central subregion with 7.3 assets, and lastly, the East subregion with 3.6 assets.

Figure 12

Total Identified Assets (Per 1,000 Unemployed)

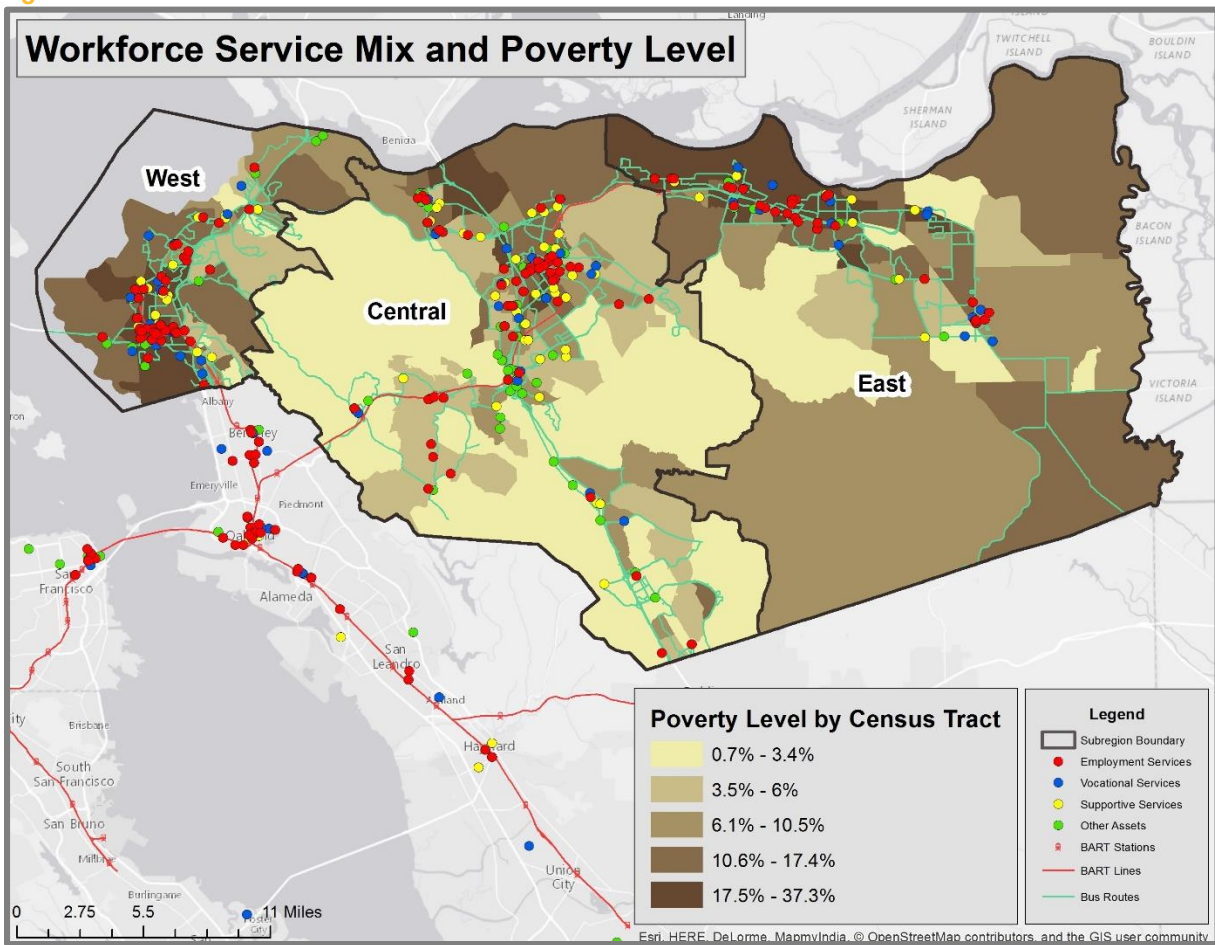West: 7.6 | Central: 7.3 | East: 3.6

This pattern generally mirrors the subregional totals of assets based on population in that the West subregion has the largest amount and the East subregion has the smallest amount. However, the Central region has a similar number of assets to the West's total assets with respect to community need, while the East subregion is very much lacking in comparison.

Over 13% of people in the West and East subregions live below the poverty line.

Furthermore, it is clear that immense levels of poverty are concentrated in the West and East subregions (14.6% and 13.6% below poverty level, respectively). In the West, assets are concentrated in the Richmond area, which has an incredibly high level of poverty. The Central subregion's highest concentrations of assets are in Concord, which has deep pockets of poverty, whereas there are very few assets in northeast Martinez, which is immensely impoverished (over 17.5%). The subregion with the fewest assets, the East, has high levels of poverty across the area, from Bay Point to Brentwood, and includes areas that are impoverished (over 10.6%) that have zero or few assets.

Figure 13

Workforce Service Mix and Poverty Level

West

Central

East

Poverty Level by Census Tract

0.7% - 3.4%

3.5% - 6%

6.1% - 10.5%

10.6% - 17.4%

17.5% - 37.3%

Legend

Subregion Boundary

Employment Services

Vocational Services

Supportive Services

Other Assets

BART Stations

BART Lines

Bus Routes

0   2.75   5.5   11 Miles

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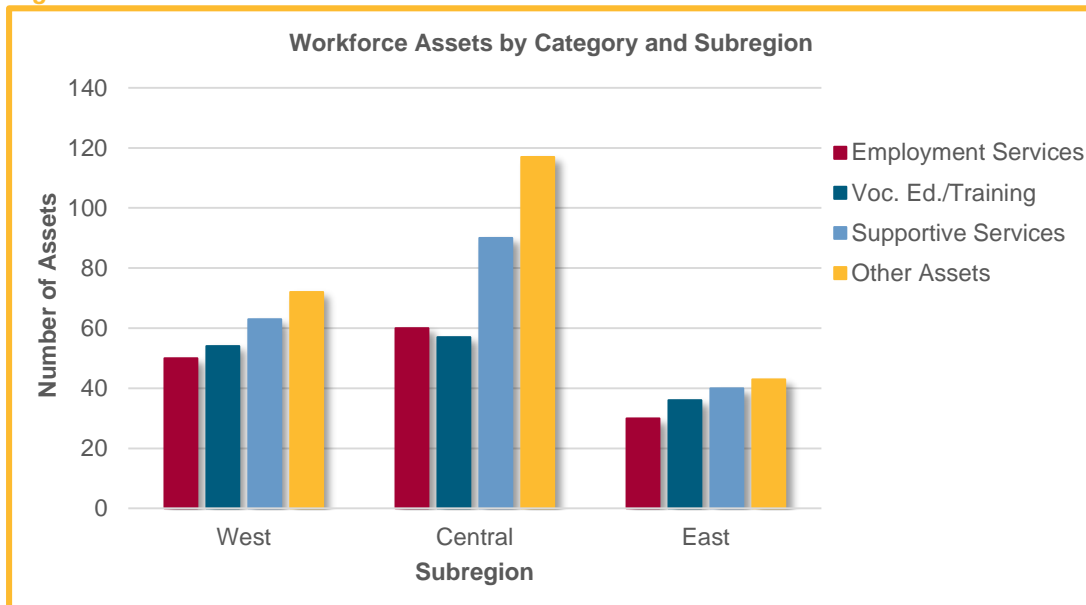
Investment Strategy

The West and Central subregions have the highest density of workforce assets with respect to community need, presenting a strong opportunity to drive alignment strategies to increase the subregion's throughput.

The East subregion has the fewest number of workforce assets per universal customer and per unemployed individual. Strategies could be implemented to increase the capacity of these assets and/or construct stronger connections with other assets in the other subregions and outside of the county to serve more customers.

CATEGORY AND SUBREGION

While the volume and density of workforce assets in each subregion inform high-level investment strategies and areas of focus for funding entities, a deeper analysis into the types of assets and service sites in the region helps determine potential overlapping services, gaps, and opportunities to align like-services that serve common target populations. As defined in section *II. Project Methodology*, the research team assigned categories to each asset based upon the service(s) that the organization provides. Figure 14 shows the breakdown of categorical service providers in each subregion. Once again, these categories are not mutually exclusive, as many organizations provide services that fall into more than one asset type.
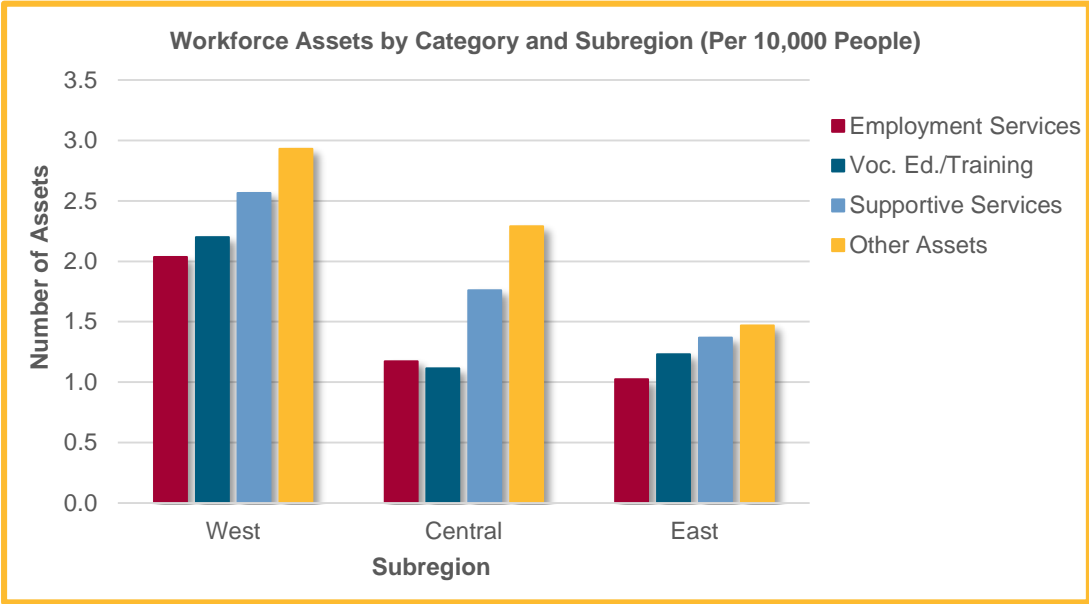
Figure 14

The West and Central subregions have the highest density of assets in different categories, while the East subregion consistently has the lowest densities across the asset categories. This slightly changes when accounting for subregional populations. Figure 15 shows the breakdown of categorical service providers in each subregion and controls for subregional populations, showing that the West subregion in fact has the highest density of services per its population.

Across all three subregions, there is a higher relative density of supportive services and other assets than the other asset categories. The large presence of other assets may be attributed to the data categorization, as many organizations reported having "other" assets in addition to those that fell into one of the other three prescribed categories.

The East subregion has the lowest densities of assets in every asset category.

In examining the subregions independently, and taking into account subregional populations, various disparities emerge across the subregions. The West subregion's density of employment and vocational education and training services are similar (2.0 and 2.2 assets per 10,000 people, respectively). The Central subregion is the only subregion with slightly more employment services (1.2) than vocational education and training (1.1). Additionally, in the Central subregion, when comparing these two categories to supportive services and other assets, there is a roughly 40% increase from the density of vocational education and training to that of supportive services. The East subregion is fairly evenly distributed, with its lowest density in employment services (1.0) and highest in other assets (1.5).

Figure 15

Workforce Assets by Category and Subregion (Per 10,000 People)

Compared to the West, the Central and East subregions have smaller densities of assets for their populations.

In the comparing subregions' densities, it is evident that the Central and East subregions have significantly smaller densities of employment services and vocational education and training, nearly half of those densities in the West. The East subregion also has nearly half of the "other assets" than the West subregion has. These findings support the following investment strategy:

Investment Strategy

A heavier investment on employment services and vocational education and training in the Central and East subregions may better align services and increase the system's impact. There is a need to increase capacity of employment services and vocational education and training in the Central and East subregions.

There is only one community college in the West subregion (Contra Costa College), whereas the other subregions have two (Diablo Valley College and its San Ramon Campus in the Central; Los Medanos College and its Brentwood Center in the East). These institutions are resources that may be leveraged in providing greater access and opportunities for vocational education and training. Greater ties to providers in Alameda County can also be built and sustained to provide a pipeline of services into Contra Costa County's more distant subregions, Central and East.

THE EMPLOYMENT SERVICE CONTINUUM

The map cataloguing the county's service mix (Figure 9) shows a large number of workforce assets dispersed across the county. This section takes a closer look at the employment service mix countywide, identifying potential service delivery gaps and like-services that can be more intentionally aligned to increase system bandwidth.

First, the employment service mix is examined in all of Contra Costa County through the lens of the employment service continuum. This continuum, which is broken down into the three phases shown in Figure 16, represents the participant flow through Contra Costa County's broader workforce development system.

Figure 16

Phase 1

Phase 1 begins with intake into the broader system through a local access point. This access point can be any service site plugged into the broader system that can help the participant navigate the system to find the appropriate programs and/or services. Part of this first phase is assessing a participant's current career development situation, barriers to employment, needs, strengths, and aspirations.
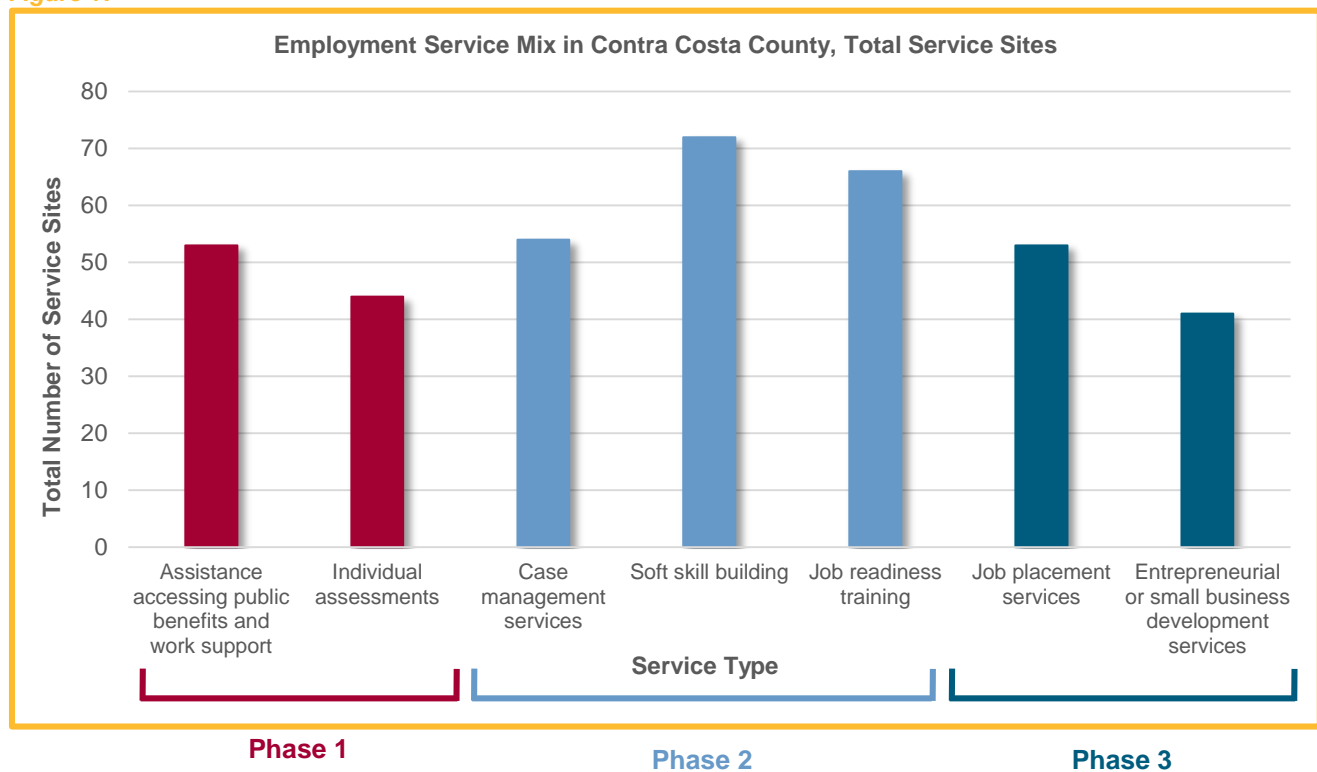
Phase 2

Phase 2 is comprised of services that actively case manage participants with the goal of building skills (both hard and soft) and coaching the participant towards job readiness. While case management is typically done on a one-on-one basis, many phase two activities are done in group settings, such as group trainings and workshops that service providers may offer.

Phase 3

Phase 3 encompasses the area in which the workforce system actually garners a return on its investments made in phases one and two. Placement and entrepreneurial services directly lead to the most important success measure of the system: meaningful employment and livable wages. Nationally, this is where publicly funded workforce systems can often struggle to reap the returns of efforts in the first two phases of the continuum.

As aforementioned, Contra Costa County's employment services were categorized across this continuum. Figure 17 demonstrates the resulting densities of services in the County across these three phases.
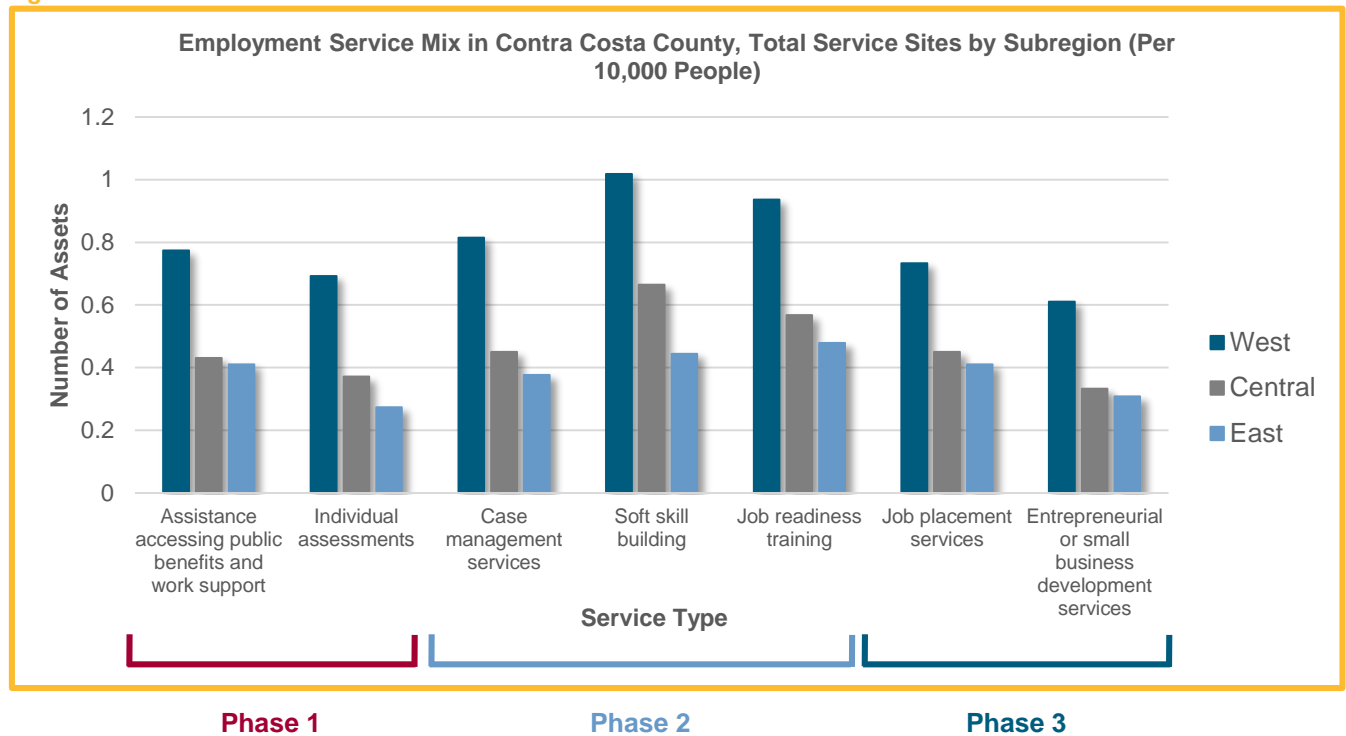
Figure 17

The most apparent finding from analyzing the region's service mix through the lens of the employment service continuum is the shortage of assets in Phases 1 and 3. Across the County, job readiness training and soft skill building are the most common employment services (both in Phase 2). All other services hover between 40-55 assets, showing that

There is a shortage of assets in Phases 1 and 3 of the Employment Service Mix.

there are shortages of assets along the beginning and end of the continuum (at intake and exit). The majority of service providers are providing skill building and training and place less investment in intake/assessment and placement.

Several qualitative interviews validated the gaps in Phases 1 and 3. Many organizations highlighted the challenges in reaching people with multiple barriers in order to bring them into the system and in connecting people to jobs once they are trained. Additionally, interviewees cited the need to better engage local employers and small businesses, who may benefit from federal incentives to hire individuals through the system. However, this need is often for higher skilled workers, who may not as often enter into the system in Phase 1 or at all.

The employment service mix in Contra Costa County also differs across each subregion. Figure 18 details the Central subregion's highest density of each type of employment service – possible resources that may be leveraged by the surrounding subregions. When adjusting these figures for subregional populations, the West subregion once again has the highest density of employment services. For instance, per every 10,000 individuals, the West subregion has 1.02 soft skill building assets, whereas the Central has 0.67 and the East has 0.44.

Figure 18

Employment Service Mix in Contra Costa County, Total Service Sites by Subregion (Per 10,000 People)

Phase 1   Phase 2   Phase 3

The system's capacity is at its greatest in helping customers sharpen their soft and hard skills (Phase 2), but is not equipped with enough services to intake customers (Phase 1) and move them into gainful employment (Phase 3). Therefore, while Phase 2 services are the most prevalent Countywide, the Central and East subregions are in need of greater capacity across all of their employment services in order to be on the same playing field as the West.

Investment Strategy

Strategies must be developed to either build capacity for employment services in the East or build linkages to those services coming from the West or from outside of the County.
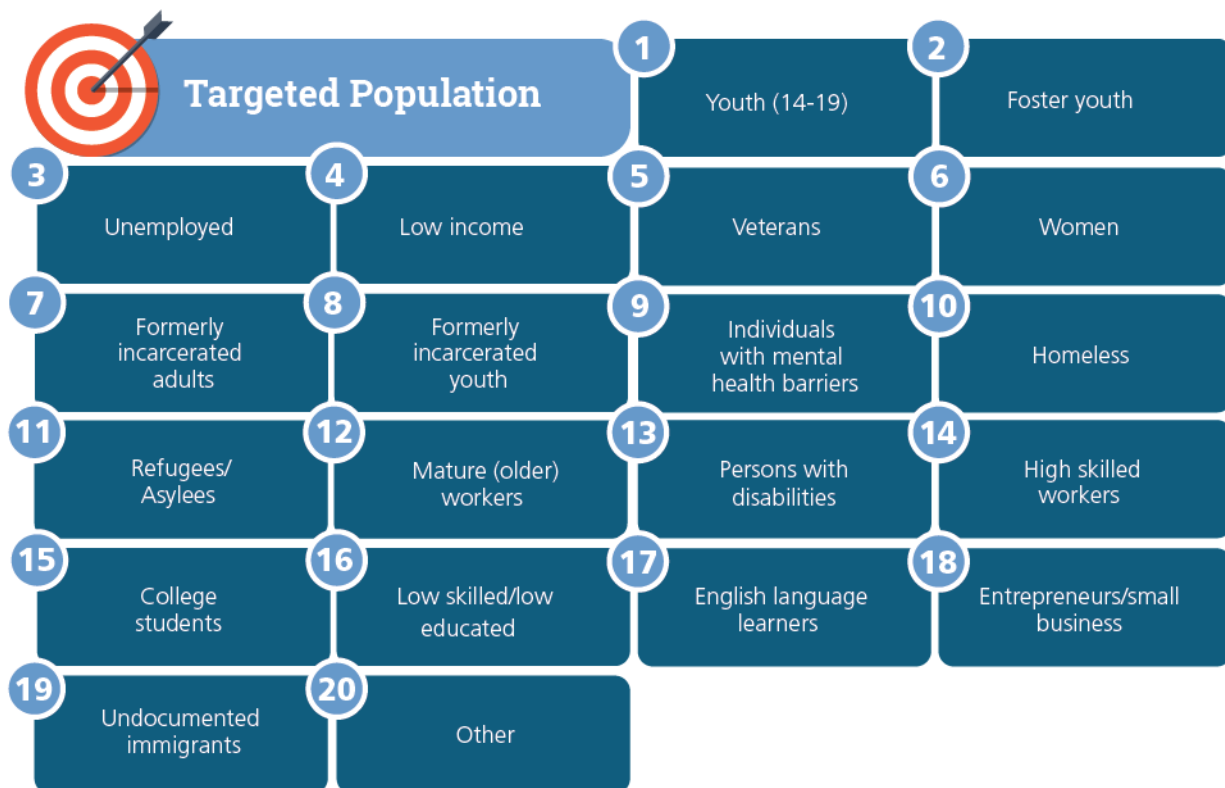
When taking into account unemployment and poverty rates, it is even more pressing that the East subregion is better supported, as while the Central subregion has fewer employment services than the West, it also has fewer people in need.

TARGET POPULATIONS

In addition to collecting information on specific types of assets, researchers asked interviewees and used text analysis with the Contra Costa Crisis Center dataset to identify specific populations that each workforce asset targets. For the purposes of this project, workforce assets were considered to serve a specific population if they have specific programs and/or services tailored to a specific group. For example, if a service site holds workshops for veterans that help translate skills and work experience gained in the military to the civilian workplace, veterans would be a target population for that site.

It is important to note that a workforce asset may serve a particular population without specifically targeting that population. While a One-Stop Career Center may serve high-skilled/college students who enter these sites, the One-Stop is not considered to specifically target high-skilled/college students unless recruitment strategies and/or tailored services are in place that are specific to the population. Target populations documented, analyzed, and catalogued in the comprehensive inventory include:
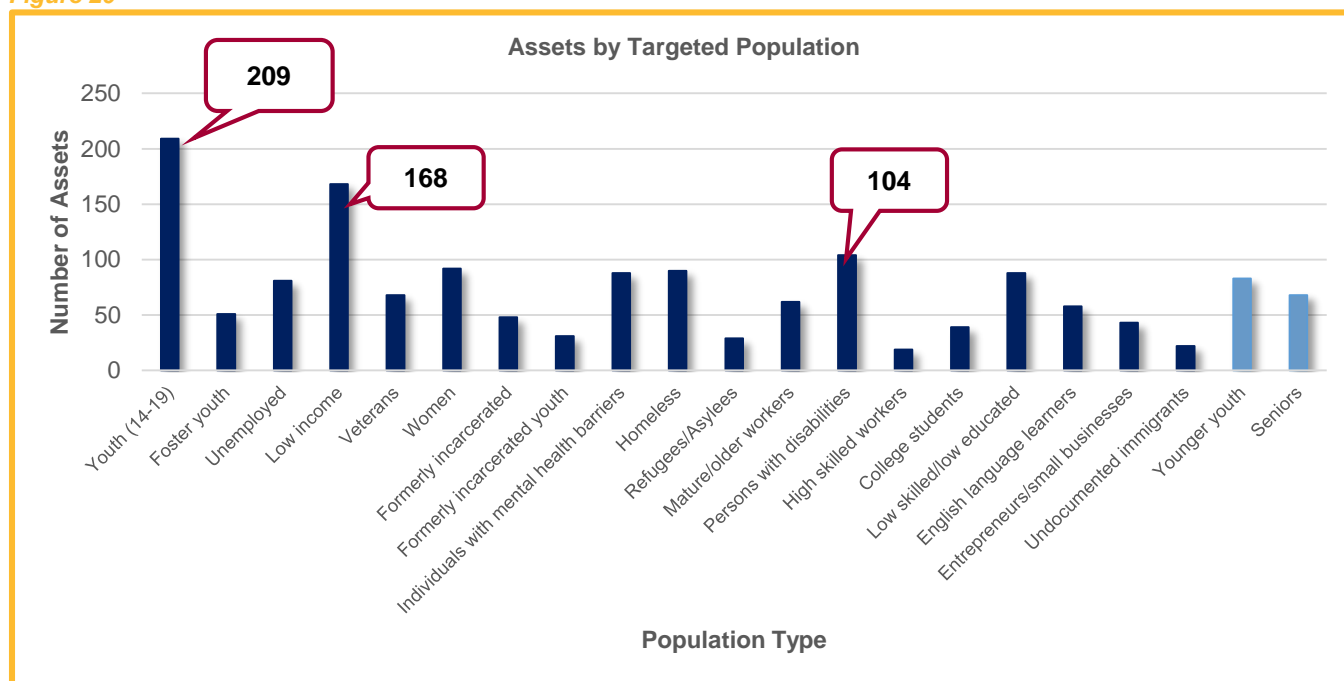
Figure 19

Common "other" populations, those that are targeted by assets' programs and services but were not a part of this list include younger youth/children and seniors. Additional "other" populations included:
- Non-profit and community-based organizations (served in the form of grants and donations)
- Adult and teen parents
- Families
- Individuals with substance abuse problems
- Immigrants
- Victims of domestic violence, sexual assault, and/or crime
- Minorities

These categories are not mutually exclusive, meaning one asset might have multiple target populations. While the *Target Population Mix Report*, accessible through the MS Access Inventory, allows users to analyze the density of assets that serve each of these target populations in a specific region, this section highlights a few of the interesting findings with respect to selected target populations. Figure 20 shows both the number of assets that target the key, targeted populations examined in this study, across the three subregions of Contra Costa County.

Many assets target varied populations in their service delivery.

Figure 20

Assets by Targeted Population

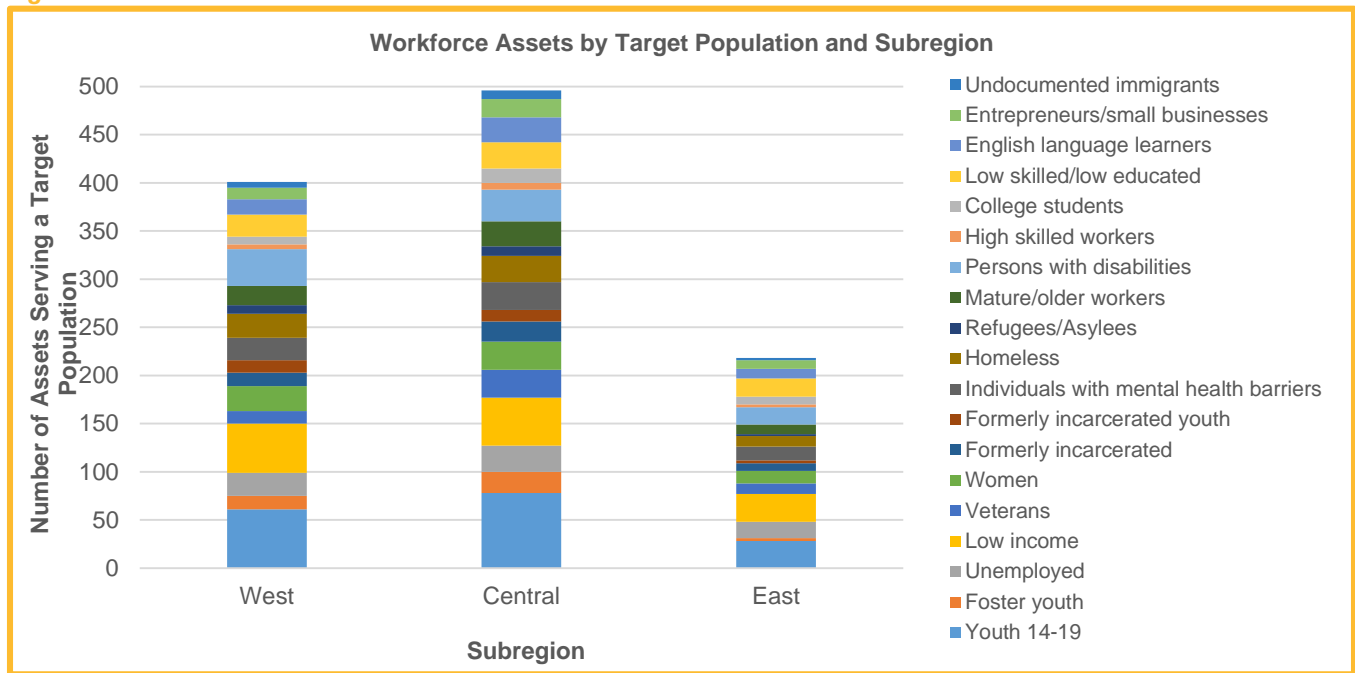**The most-targeted population in each subregion is youth ages 14-19.**

Overall, the most-targeted population in the County is youth ages 14-19, followed by individuals who are low-income. The least common targeted populations (with less than 50 assets) include: foster youth, formerly incarcerated adults, formerly incarcerated youth, refugees/asylees, high skilled workers, college students, entrepreneurs/small businesses, and undocumented immigrants. Figure 21 demonstrates the breakdown of assets serving targeted populations by subregion.

Overall, the majority of service providers target those with significant barriers to employment, such as low-income (130 assets total, at least 28% of each subregion's assets) and persons with disabilities (89 assets total, at least 19% of each subregion's assets). This finding aligns with the notion that assets should help those that require the most assistance to achieve self-sufficiency and meaningful employment.

In addition, across every subregion, youth ages 14-19 is the most targeted or second most targeted population. Figure 22 demonstrates the concentration of youth ages 15-19 and youth service providers.

The largest concentrations of youth are in the West and East subregions – the subregions with high rates of poverty.
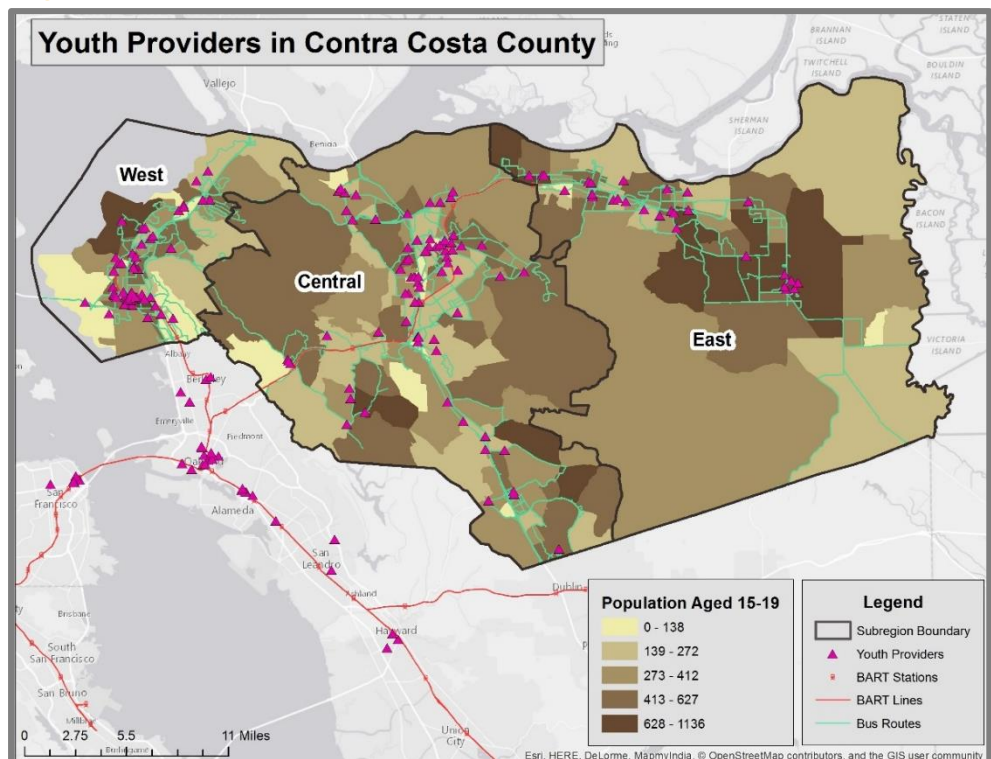
Figure 21

Workforce Assets by Target Population and Subregion

Large concentrations of youth ages 15-19 (defined by having over 4,000 individuals in this age group) are in areas including San Pablo (in the West) and Pittsburg, Antioch, and Brentwood (all in the East). In targeting services to youth, the County must recognize that the largest concentrations of youth are in the West and East subregions, which are also the more impoverished subregions.

Conversely, the highest concentration of youth *providers* (defined as offering services that target youth ages 14-19 and foster youth) is in the Central subregion, with 80 service sites. The West and East subregions, which have some of the zip codes with the highest density of youth, have fewer youth providers (64 and 29, respectively).

Though youth are one of the most common targeted populations, the subregions exhibit different trends in the multiple populations they serve. In the West subregion, 55.5% of the local workforce assets target youth ages 14-19. This high density aligns with the high population of young people, particularly out of

Figure 22

Youth Providers in Contra Costa County

The subregions exhibit different trends in the multiple populations they serve.

school youth in Richmond and its surrounding area. The West subregions largely targets youth and those with significant barriers to employment, as well as the unemployed (22%), individuals with mental health barriers (20.9%), homeless (22.7%), and low-skilled/low-educated individuals (20.9%). While these metrics are impressive, the West also misses the mark for the following target populations: high skilled workers (4.5%), college students (7.3%), and undocumented immigrants (5.5%).

In addition to youth ages 14-19, low-income individuals, and persons with disabilities, the Central subregion also has relatively mid-size densities of services for veterans, women, and individuals with mental health barriers (16.8% each). The Central subregion has the lowest density of targeted services to refugees/asylees (5.7%), high skilled workers (4.0%), and undocumented immigrants (5.2%).

The East subregion largely targets youth and those with significant barriers to employment, as well as low-skilled/low educated individuals (28.8%). There are multiple populations that are underserved by the East's assets, some populations with as few as 2 assets in the subregion. These include high skilled workers, foster youth, and formerly incarcerated youth (each 4.5%), as well as refugees/asylees and undocumented immigrants (each 3.0%).

It is evident that the County struggles to target two different ends of the spectrum: undocumented immigrants and refugees/asylees and high skilled workers and college students. In 2011, the estimate undocumented/unauthorized immigrant population in Contra Costa County was 79,000 people, 7.7% of the total County population at the time.[v] Unfortunately, there is finite data that describes the densities of these populations. However, the presence of targeted services for them illustrates that there is an indicated need to serve them.

In addition, high skilled workers and college students in Contra Costa County have relatively few services tailored to them in the current workforce development system. Figure 23 illustrates educational attainment on a County-wide level,[vi] whereas Figure 24 demonstrates educational attainment by subregion.

The West and East subregion have very low levels of educational attainment and a related small population of high skilled workers and college students. Here, a small percentage of individuals over 25 who were measured for educational attainment have Bachelor's degrees – 31.3% in the West and 20.6% in the East.[iv]

The Most and Least Common Targeted Populations

West

Most: Youth 14-19, Low-income, Persons with Disabilities

Least: High skilled workers, Undocumented immigrants, College students

Central

Most: Youth 14-19, Low-income, Persons with Disabilities

Least: High skilled workers, Undocumented immigrants, Refugees/Asylees

East

Most: Youth 14-19, Low-income, Low skilled/low educated

Least: Undocumented immigrants, Refugees/Asylees, High skilled workers, Formerly incarcerated youth, Foster youth

Figure 23

Education Level	2014 Population	2015 Population	2014 % of Population
Less Than 9th Grade	48,475	49,629	6%
9th Grade to 12th Grade	39,496	39,837	5%
High School Diploma	143,127	145,061	19%
Some College	168,714	170,846	23%
Associate's Degree	61,666	62,571	8%
Bachelor's Degree	183,979	186,523	25%
Graduate Degree and Higher	103,670	104,296	14%
Total	749,127	758,763	100%

From a public program perspective, it is appropriate that the majority of assets, as public resources, serve those most in need. However, from a broader regional talent development perspective, the system must offer value to job seekers at multiple tiers of skillsets, education levels, and experience to effectively serve the region's business customers.

In addition, if the County is looking to expand its business and industry presence, these subregions must engage high skilled workers and college students with the appropriate training to be hired by these employers.
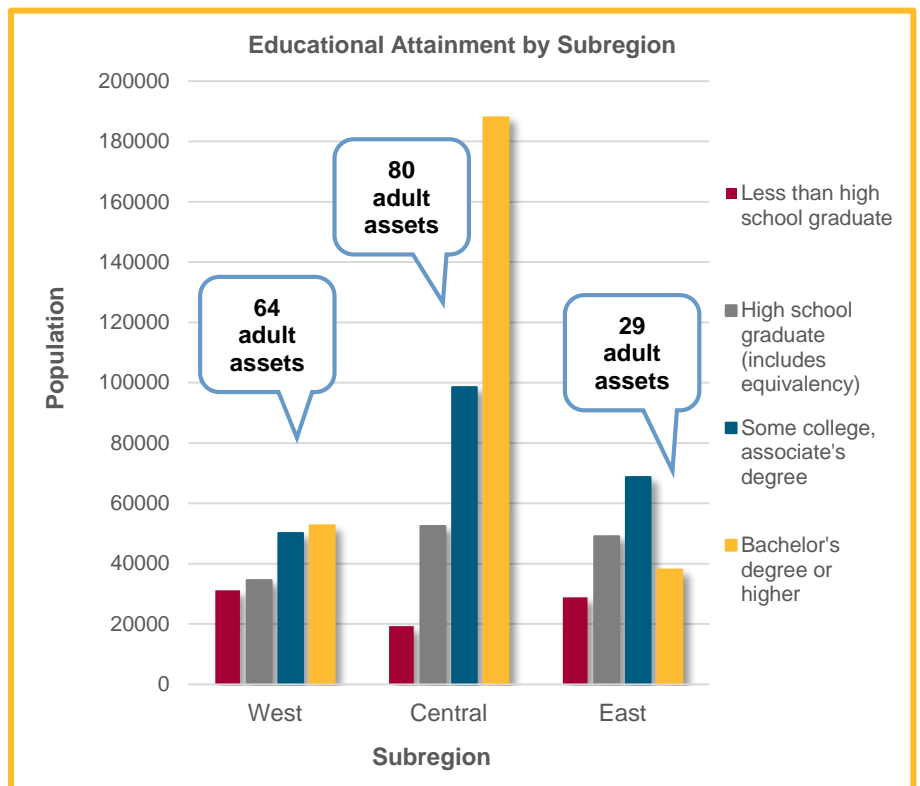
Additionally, there is a large untapped potential of targeted services for refugees/asylees and undocumented immigrants. Refugees/asylees may experience challenges in adapting to the culture, high cost of living, and language in Contra Costa County. Many organizations reported in their interviews that they struggle with targeting or legally cannot target undocumented immigrants.

Again, there is not enough data to show the densities of these populations, but, it can be inferred that there is a need to target them as services are already doing so.

Investment Strategy

To engage the full spectrum of jobseekers and attract employers to the West and East subregions, services must be developed or targeted to high skilled workers and college students.

Figure 24

Educational Attainment by Subregion

b. Subregional Analysis

Contra Costa County's subregions have different populations and resources, and therefore, varied needs and demands. As a result, system design needs drastically differ. The following section explores the service delivery mix of Contra Costa County's subregions, with a focus on employment services.

WEST

The West subregion sits on or near the San Francisco Bay and San Pablo Bay.[vii] Cities in the subregion include Richmond, San Pablo, Hercules, Pinole, and El Cerrito. Approximately 245,523 individuals reside in the West subregion, with the city of Richmond alone having approximately 105,280 residents.[viii]

The subregion has a relatively young population, yet a lower percentage of residents with a high school diploma than the national average. The area has a deep manufacturing history and a large biomedical cluster. Large employers in the area include Chevron, the BART transit system, and Bayer Health Care Pharmaceuticals. As aforementioned, the West subregion has the highest density and variety of employment services as compared to the other subregions. It also has the most services in each asset category per 10,000 people.

The West subregion has the highest density of assets of all of the subregions, both in sheer number and per its population. This subregion also has the smallest total population of all of the subregions. The largest concentration of assets within the West subregion are in Richmond, likely due to its large size and very high levels of poverty. However, assets are much more scattered in similarly impoverished community of San Pablo. Figure 25 demonstrates the West's assets and poverty levels.

It is clear that the West subregion is responding to local need by offering a large amount of assets to its population. Its accessibility to assets in the neighboring county of Alameda could also support this population, especially due to the fact that the southern third of the subregion provides BART service to both Oakland and San Francisco. The complex system of bus routes within the subregion can contribute to interconnectivity of assets and access as well.

110
Total Number of Assets

245,523
2010 Population

14.6%
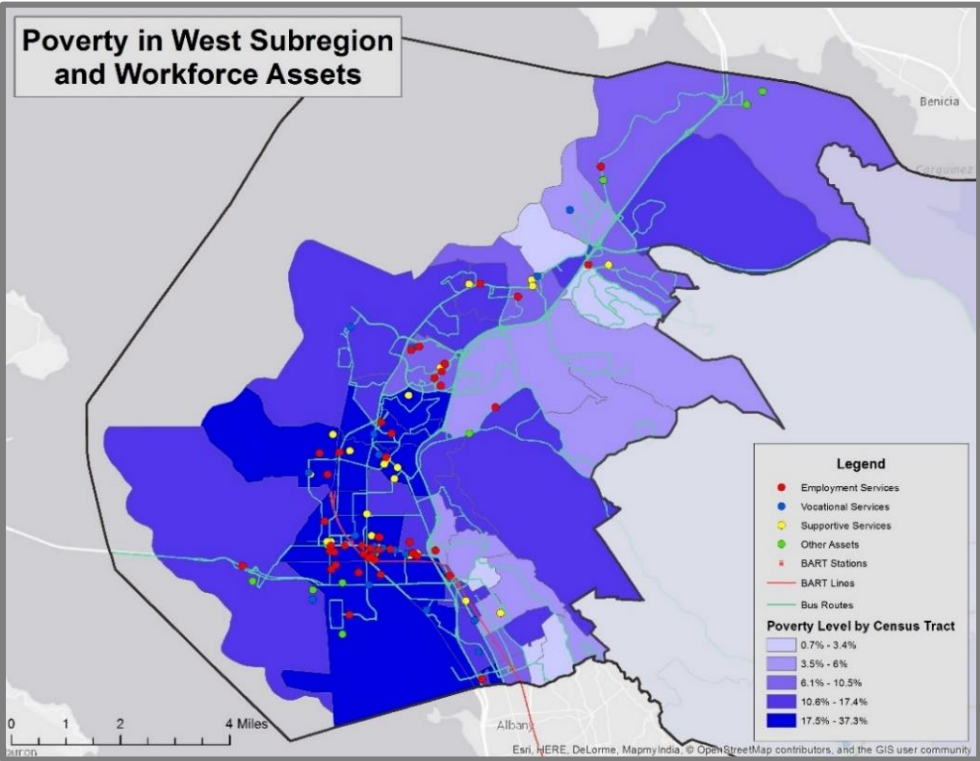Percent below poverty level

4.5
Assets per 10,000 people

7.6
Assets per 1,000 unemployed

Figure 25

How can funding entities leverage the **large amount of workforce assets in the West subregion in order to increase system performance and community impact across the County?**

The following analysis answers this question by examining the West's assets and its employment services distribution. The West's distribution of employment service types, seen in Figure 26, mirrors that of the County as a whole – there are fewer assets in Phase 1 and Phase 3 of the continuum, in which customers are brought into the system (Phase 1) or connected with meaningful employment or entrepreneurial services (Phase 3).
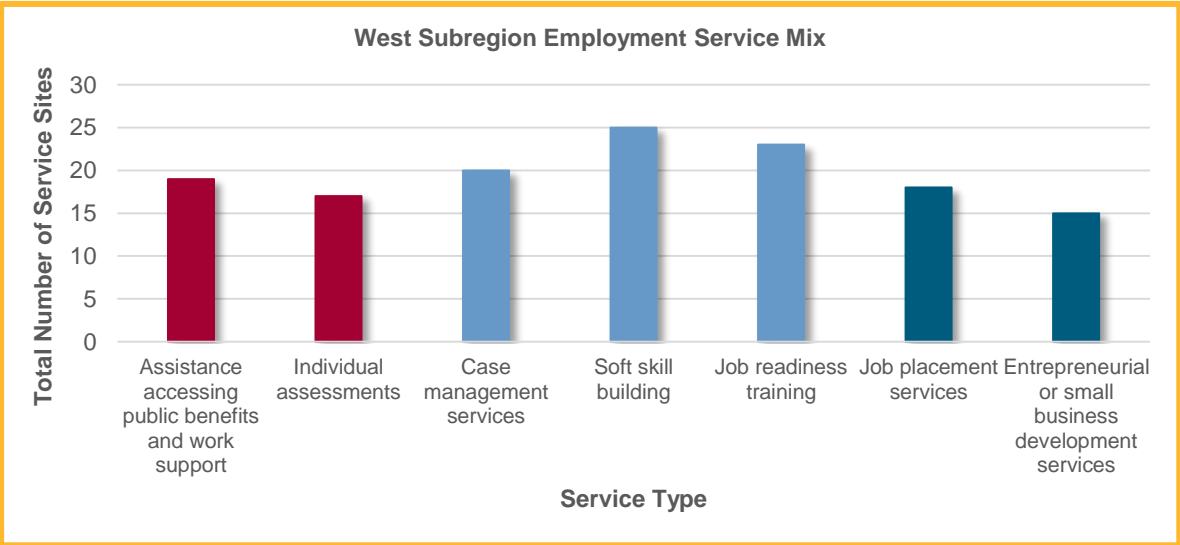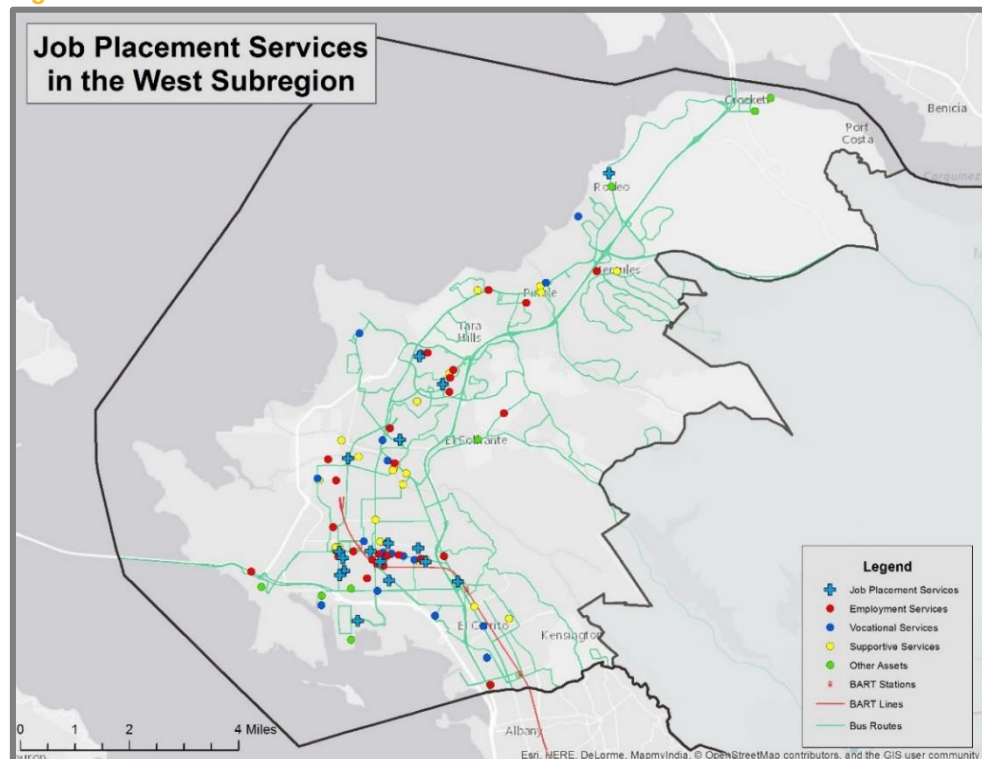
Figure 26

Figure 26 shows a large concentration of services in Phase 2, especially in the soft skill building and job readiness service categories. Almost 50 sites offer soft skills training and/or job readiness workshops, helping customers sharpen interview skills, manage conflicts, improve their resume writing, and build other non-technical skill building competencies. This is an abundance of services compared to only 36 service sites providing intake and assessment (all of Phase 1), 18 service sites actively working to place these same participants into employment, and 15 sites offering entrepreneurial services. Increased support in Phase 1 can allow more individuals to enter the employment system. Additionally, there is an opportunity to align these Phase 2 workshops and group exercises in Phase 3 to increase the capacity of organizations in the subregion to place workers in gainful employment.

Investment Strategy

The West can increase the amount of services in Phase 1 to introduce individuals into the system, then increase the amount of services in Phase 3 to ensure their employment.

In regards to job placement, Figure 27 shows a large amount of job placement services are located in downtown Richmond. Once again, similarly impoverished neighborhoods have very few job placement services.
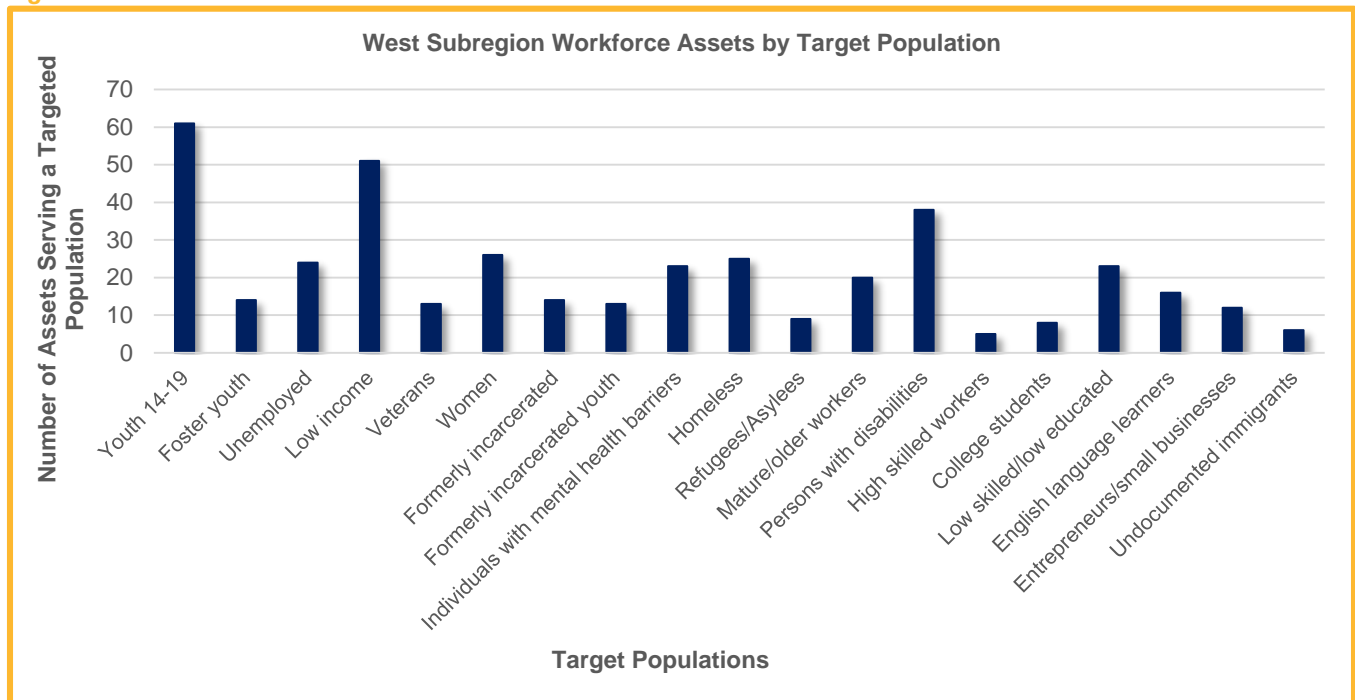
Figure 27

Investment Strategy

The high concentration of job placement services in Richmond can be leveraged for the entire West subregion, using bus lines to provide access to better interconnect services to Richmond and in between other cities.

Figure 28

West Subregion Workforce Assets by Target Population

As aforementioned, in analyzing targeted populations, it is determined that 55.5% of the West subregion's workforce assets target youth ages 14-19, while very few assets are targeted toward high skilled workers (4.5%), college students (7.3%), and undocumented immigrants (5.5%). By gearing more services toward these populations, the West subregion can increase its pool of qualified, trained employees for local employers to hire.

West Summary

The West subregion has the highest density of assets of all of the subregions, as well as the smallest total population. It also has the highest poverty rate, but the largest amount of assets per unemployed individuals.

To support this very impoverished subregion, greater efforts can be placed in intake and assessment and in job placement to engage jobseekers at each point of the continuum. The city of Richmond, in particular, offers a wide array of assets and is fairly accessible by public transportation. There is an opportunity to leverage Richmond's amount of job placement services for the entire subregion.

Though over half of its assets target youth ages 14-19, the West subregion struggles to provide services to high skilled workers, college students, and undocumented immigrants. While it may be a challenge to legally and appropriately serve undocumented immigrants, there is an opportunity to better engage the higher skilled, educated population so that they become qualified, trained, and hirable employees.

CENTRAL

The Central subregion, in the Diablo Valley, sits at the foot of Mt. Diablo, is home to a 90,000 acre State Park, and includes the County seat of Martinez.

The Central subregion has both historic and urban neighborhoods, as well as the upscale residential "Lamorinda" communities of Lafayette, Moraga, and Orinda. It boasts large educational, health services, and trade/transportation industries and has a higher percentage of residents with a high school diploma than the national average.

The largest amount of assets in the Central subregion are located in Concord, in which some areas are plighted with over 25% poverty rates. The next largest concentrations are in Walnut Creek, Martinez, and Pleasant Hill.

Pleasant Hill and Martinez both have areas and neighborhoods in which the poverty rate exceeds 12%, whereas Walnut Creek's neighborhoods typically have poverty rates under 6% (yet over 30 assets). Additionally, as seen in Figure 29, the northeast portion of Martinez has an incredibly high level of poverty (above 19%) and zero workforce assets.

173

Total Number of Assets

511,064

2010 Population
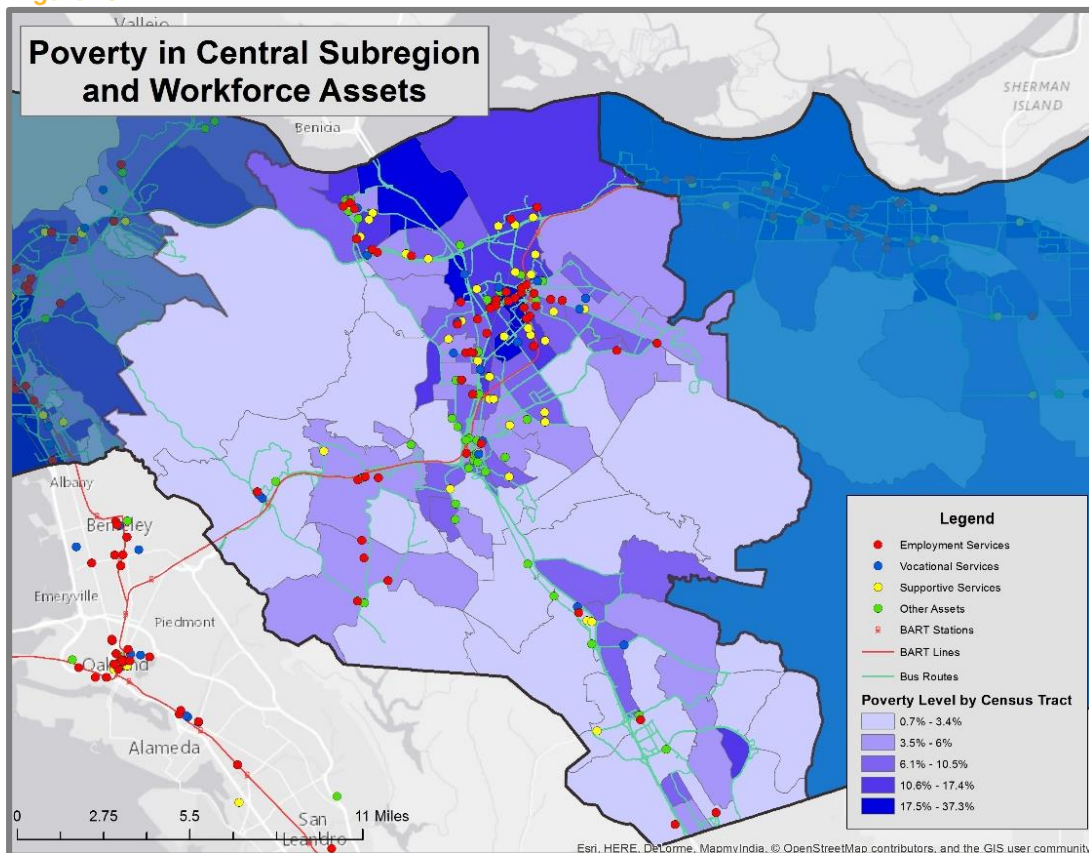
6.8%

Percent below poverty level

4.4

Assets per 10,000 people

7.3

Assets per 1,000 unemployed

Figure 29

In regards to employment services, the Central subregion provides significantly fewer employment services to its subregional population than the West does to its own population (2 employment services assets in the West per 10,000 people, 1.2 in the Central). Like Contra Costa County's employment service mix, the Central subregion has the highest concentration in soft skill building and job readiness training (Phase 2). More than 60 sites offer these two services, whereas only 19 provide individual assessments and less than 25 involve job placement services.

In addition, the Central subregion is the only subregion in which there are more employment services than vocational training and education providers (60 versus 57). Though this is only a slight difference, it highlights that while there is already a need for more job placement services, there may also a need to increase vocational education and training in the subregion. The Central subregion has the highest levels of educational attainment as well (over 50% of the population has a Bachelor's degree), which may attribute to this finding, as vocational education and training may not see the need to be present in this area of high educational attainment.
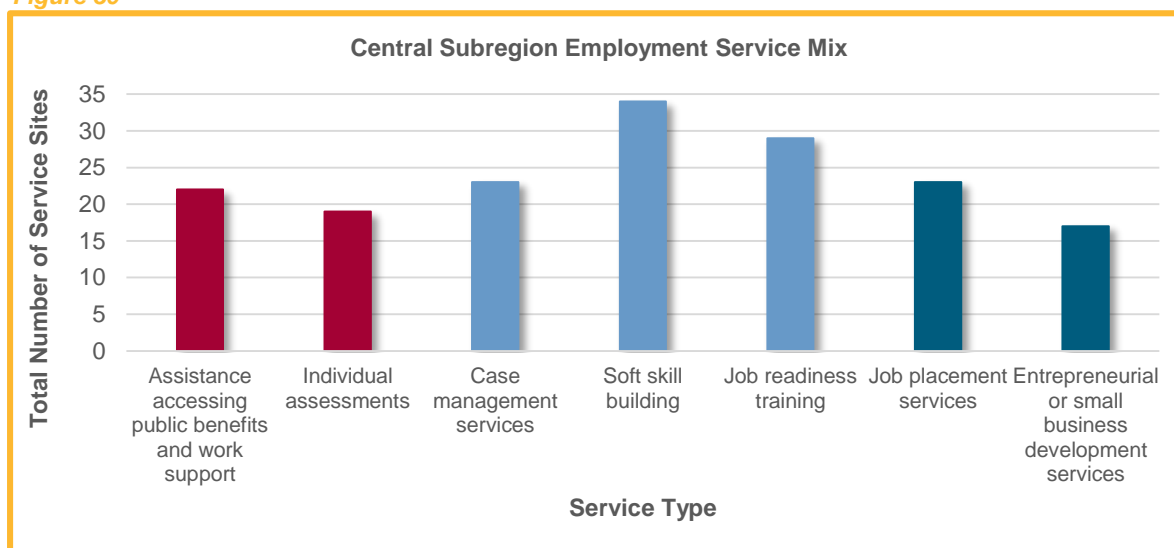
Figure 30

Figure 31 illustrates the small number of job placement services in this subregion. These are mostly found in the Concord area. For every 10,000 people in the densely populated Central subregion, there are 0.45 job placement services. The lack of distribution of job placement assets highlights an opportunity for investment:

For every 10,000 people in the Central subregion, there are 0.45 job placement services.

Investment Strategy

Job placement services can be expanded across the Central subregion to ensure that once trained, individuals are offered more support in being placed into a job.

In addition, there are only 0.33 entrepreneurial or small business development services for every 10,000 people in the Central subregion. The high educational attainment in this subregion, coupled with this low statistic, demonstrates an opportunity to provide services and support to well-educated and trained individuals to start or grow a small business.

Figure 31

Investment Strategy

By providing more entrepreneurial and small business development services to the highly educated and trained individuals in the Central subregion, the County can promote small business growth that will attribute to the local economy and create more local jobs.

When considering the distribution of employment services in the Central subregion, it is important to note the area's relati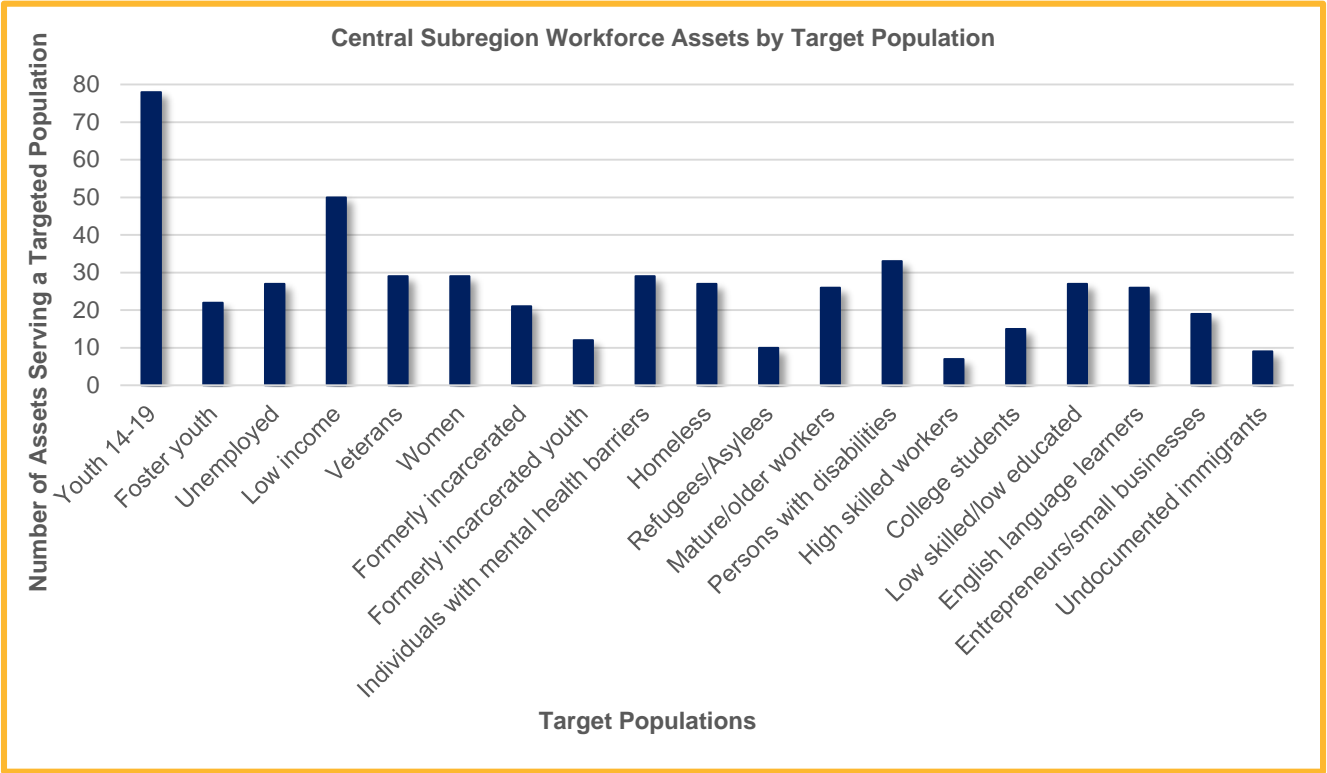ve success in targeting services to multiple populations. As aforementioned, the Central subregion's assets involve programs that mostly target youth ages 14-19 (45.1%), low-income individuals (28.9%), and persons with disabilities (19.1%). Figure 32 shows that the next most targeted populations are veterans, women, and individuals with mental health barriers (16.8% each).

These significant densities are likely partially attributed to the sheer large number of assets in the Central subregion (173 assets), which allows for greater diversity in programs. However, similar to the County as a whole, the Central subregion has the lowest density of targeted services to refugees/asylees (5.7%), high skilled workers (4.0%), undocumented immigrants (5.2%).

Investment Strategy

Once again, this demonstrates an untapped potential to leverage the knowledge and skills of highly skilled and educated individuals who can attribute to the growth of the subregional economy. The Central subregion's system design can focus on increased business engagement to support this idea. In addition, innovative services, such as a virtual service center, can help target and serve these highly skilled workers.

Figure 32

Central Subregion Workforce Assets by Target Population

Number of Assets Serving a Targeted Population

80
70
60
50
40
30
20
10
0

Youth 14-19 · Foster youth · Unemployed · Low income · Veterans · Women · Formerly incarcerated · Formerly incarcerated youth · Individuals with mental health barriers · Homeless · Refugees/Asylees · Mature/older workers · Persons with disabilities · High skilled workers · College students · Low skilled/low educated · English language learners · Entrepreneurs/small businesses · Undocumented immigrants

Target Populations

Central Summary

The Central subregion has the largest subregional population but comparatively lower levels of poverty. Its many workforce assets, concentrated in a handful of cities, are resources that can be leveraged by the neighboring subregions, as well as local communities in the Central subregion that represent pockets of deep poverty.

Both the intake and exit/placement points of employment services are lacking in the Central subregion. Phase 3 services, in particular, can be increased to support those with high educational attainment. The largest concentration of individuals with Bachelor's degrees is found in this subregion, as it is home to many affluent communities in which people can afford and have greater access to higher education. As a result, trained, qualified individuals could be provided greater support in getting and maintaining well-paying jobs and establishing or improving small businesses.

This subregion has relative success in targeting multiple populations, however, undocumented immigrants and refugees/asylees have very few services available to them. These populations and their subregional densities must be further examined to determine if and how services to them must be increased. In addition, the large amount of highly skilled workers demonstrates a system design need to engage local businesses to create pipelines to employment for these jobseekers.

EAST

The East subregion's shoreline runs along the San Joaquin River Delta and borders San Joaquin County to the east.[vii] With a pleasant climate and comparative affordability, the area has become one of the fastest growing regions in the state.

However, it has lower percentages of individuals with Bachelor's degrees than the national average. Additionally, the BART system reaches only as far as Pittsburg, leaving the rest of the subregion fairly inaccessible.

The East subregion is often considered the most isolated subregion in Contra Costa County due to its geographical distance from the County's hubs of activity, its lack of major employers and industry presence, and its inaccessibility and lack of BART transit stations. The East has fewer assets per its general population (2.26 per 10,000 people) and per the local unemployed (3.6 per 1,000 unemployed) compared to the other subregions.

The East subregion has the fewest number of assets in total, per its general population, and per its unemployed population. Its high levels of poverty and small distribution of assets indicates that it is a high-need area that has very little organizational support from within the subregion and access to the rest of the County.

66

Total Number of Assets

292,438

2010 Population

13.8%

Percent below poverty level

2.3

Assets per 10,000 people

3.6

Assets per 1,000 unemployed

Figure 33

Poverty in the East Subregion and Workforce Assets

Legend
- Employment Services
- Vocational Services
- Supportive Services
- Other Assets
- BART Stations
- BART Lines
- Bus Routes

Poverty Level by Census Tract
- 0.7% - 3.4%
- 3.5% - 6%
- 6.1% - 10.5%
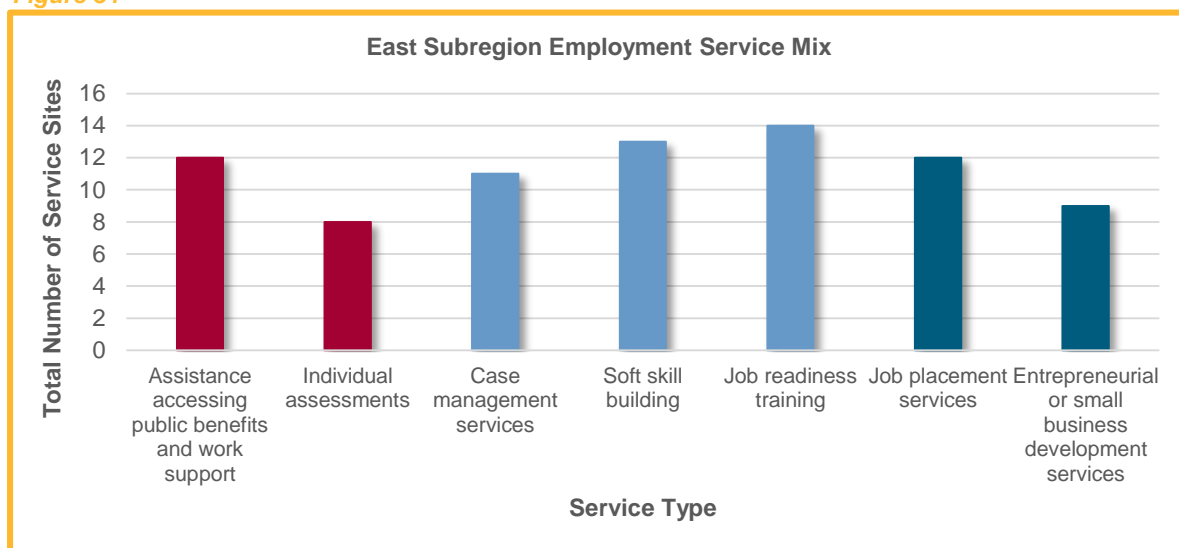- 10.6% - 17.4%
- 17.5% - 37.3%

The highest concentration of assets lies in Antioch, followed by Pittsburg and Brentwood. Within these cities, as well as in Oakley and Bay Point, there are many pockets of poverty that have very few (or even zero) assets, as seen in Figure 33. The northwest portion of the subregion, in particular, is covered with poverty rates over 17%, while many other neighborhoods in the subregion have poverty rates over 10%.

In regards to employment services in each subregion, the East has the smallest total number of employment services in every single service category. Though this is not adjusted for population, again, population with the West subregion is fairly comparable. Within the East, differences in the amount of each employment service type are not as large as they are in other subregions. This is largely attributable to the fact that there is an overall shortage of assets, both employment and other, in this subregion.

Investment Strategy

The general number of assets and assets per 10,000 people in the East is significantly lower than those in the other subregion. There is a need for greater investment in employment services and vocational education and training in the East.

Figure 34

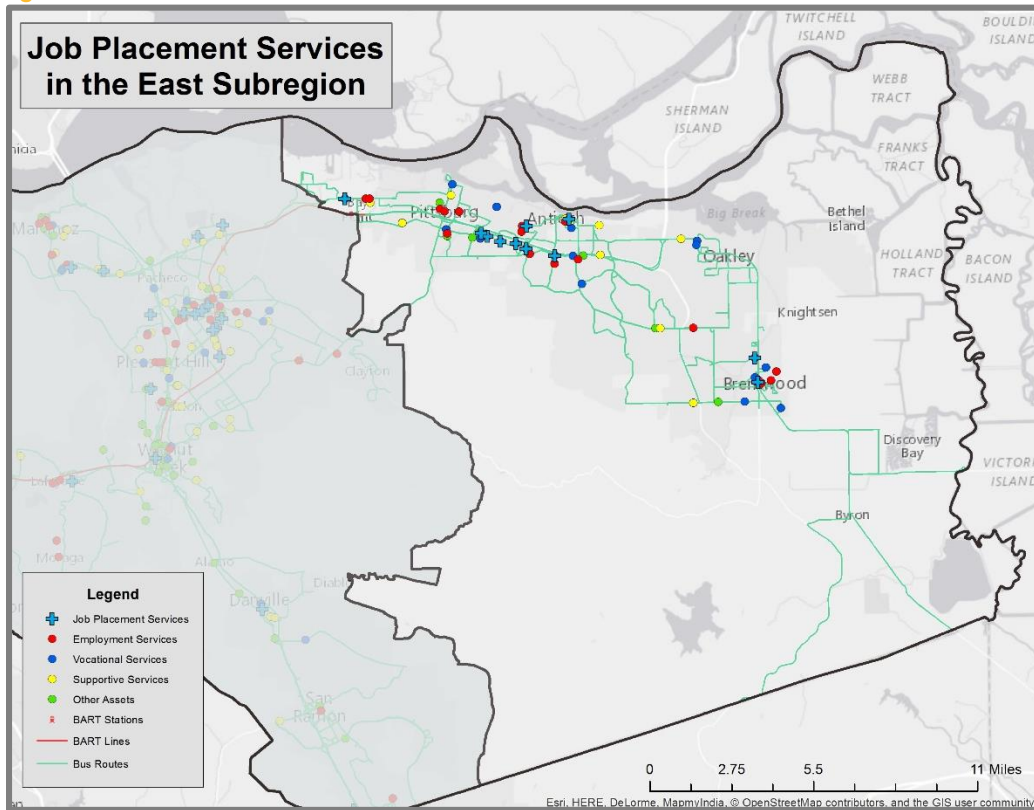East Subregion Employment Service Mix

The East subregion significantly lacks individual assessments in Phase 1, with only 8 sites supporting jobseekers in navigating the path to a career. In comparison, 14 sites provide job readiness training in the subregion. When analyzing these differences along a continuum, there is a clear disconnect between intake (Phase 1) and skill building (Phase 2). With an incredibly large unemployed population in the subregion, this prompts the following question:

If there are more skill building and training services than there are intake and navigator services, how can the County expect individuals to progress into training and onto job placement when they are not effectively brought into the system in the first place?

At the end of the continuum, there is a shortage of job placement and entrepreneurial and small business development services as well. Once again, the County as a whole must work to increase these services to ensure that once these individuals are trained and prepared, they obtain long-term, meaningful employment.

Figure 35

The lack of job placement services also brings up the question of the presence of employers in the subregion. Several qualitative interviews attributed employment struggles in the East subregion to the lack of employers, both large and small, and industry presence. Only two of the major employers identified by CA EDD in the County are located in the East subregion: Sutter Delta Medical Center and Kaiser Permanente Antioch Medical Center.**Error! Bookmark not defined.**East subregion residents must be incentivized to be trained and become employed in the subregion, by these employers and others. The market is currently driving achievements of the subregion. If there are opportunities to do so and incentives to be received, more individuals will stay in the area and contribute to its growth.

Only two of the County's major employers are located in the East subregion.

Investment Strategy

The presence of employers in the East subregion can be more closely examined in order to define their employment needs and build bridges between training providers (who equip individuals with the appropriate employment skill set) and these key employers. Career pathways and pipelines can then be developed to identify training needs in the subregion, provide the appropriate training curriculum and work-based learning opportunities, and then feed the experienced individuals into full-time employment with these employers (the largest two being in health care).
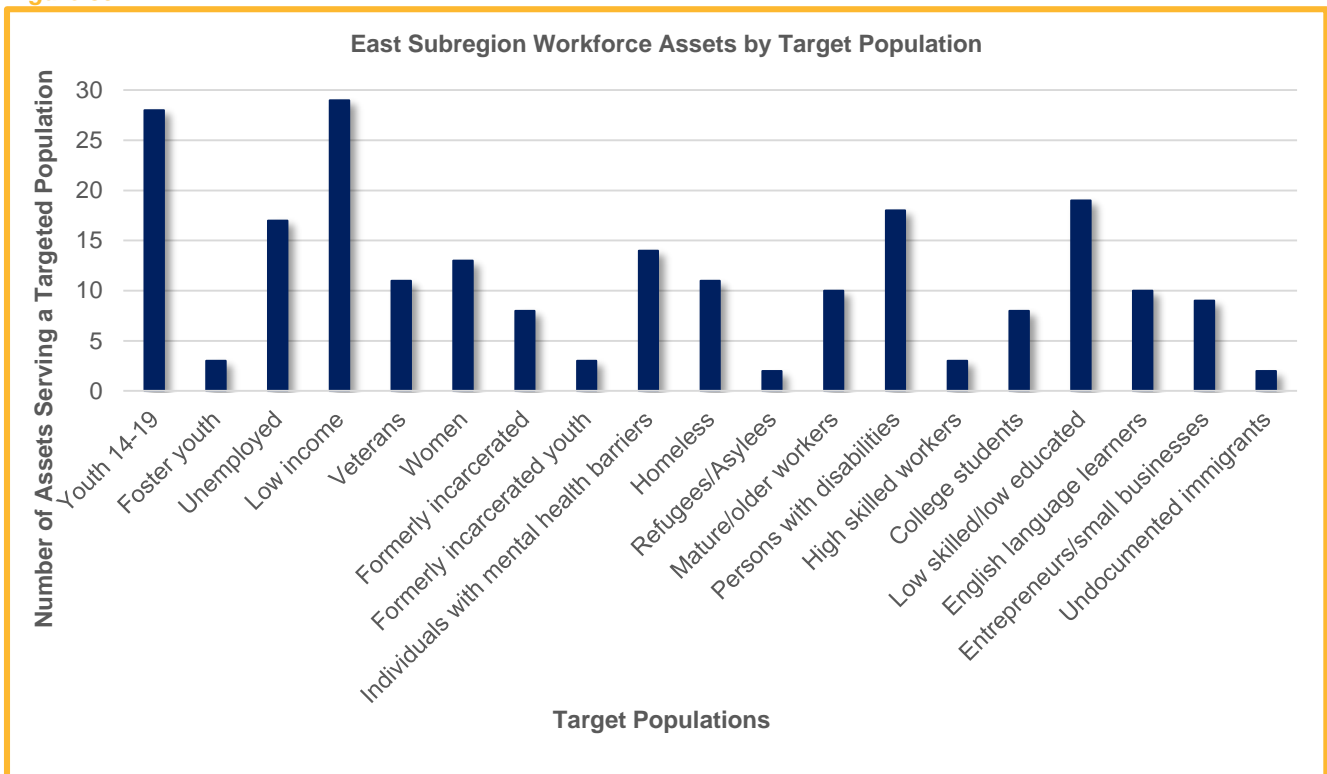
In addition, Figure 36 shows that the East subregion largely targets youth (42.4%), low-income individuals (43.9%), persons with disabilities (27.3%), and low-skilled/low educated individuals (28.8%).

Again, many populations have astoundingly lowly concentrations of targeted services, including high skilled workers, foster youth, and formerly incarcerated youth (each 4.5%), as well as refugees/asylees and undocumented immigrants (each 3.0%). These staggering percentages demonstrate that the majority of populations in need in the East subregion are not being served, and as a result, the East subregion's employment growth remains stagnant.

Investment Strategy

In order to increase the access and amount of services available to these populations in the East, this subregion can look to leverage resources in other neighboring areas (e.g. Solano County, San Joaquin Valley, and Sacramento County). Further study on commute patterns of the East's populations, as suggested by qualitative interview responses, could highlight how many East County residents commute out of the area to work, which will influence service delivery needs.

Figure 36

East Subregion Workforce Assets by Target Population

East Summary

The East subregion has the lowest number of assets for its population and by its local need. Its little accessibility via public transportation, small presence of employers, and low educational attainment levels present a multifaceted challenge in providing employment services to jobseekers. Though the amount of different types of employment services does not largely differ, there is an overall lack of services to fit local employment needs. Additionally, the small amount of individual assessments make it challenging to set up the pipeline for jobseekers to enter the employment services continuum.

Few job placement service sites further contribute to this issue. Coupled with a lacking transportation infrastructure, the East subregion is not able to provide the right services in the right places for those in need. Identifying major employers and potential connections to them may help reverse this issue. Neighboring counties (such as Solano, San Joaquin, and Sacramento) also present opportunities for regional strategic planning and resource sharing that may support local jobseekers as well.

While the East shows good efforts in targeting youth, low-income individuals, individuals with disabilities, and low-skilled/low educated individuals, countless populations go unserved and the subregion's resulting pool of potential employees diminishes.

IV. WORKFORCE ASSETS AND RELATED ENVIRONMENTAL FACTORS

To maximize the community impact of the broader workforce development system, regional assets and investment strategies should be aligned across the County and the Bay Area at large. A systemic alignment can help support the creation of a dynamic talent development system supported by a wide-range of public and private efforts.

Now that assets have been identified and examined on both a Countywide and subregional level, it is imperative to assess the other environmental factors that paint the picture of workforce development in Contra Costa County. This section explores how the service sites, as discussed, can further align with local need, examining workforce assets along with major employers and industries, housing trends, and transportation infrastructure.

By examining various environmental factors, the County can understand the context in which its workforce assets operate.
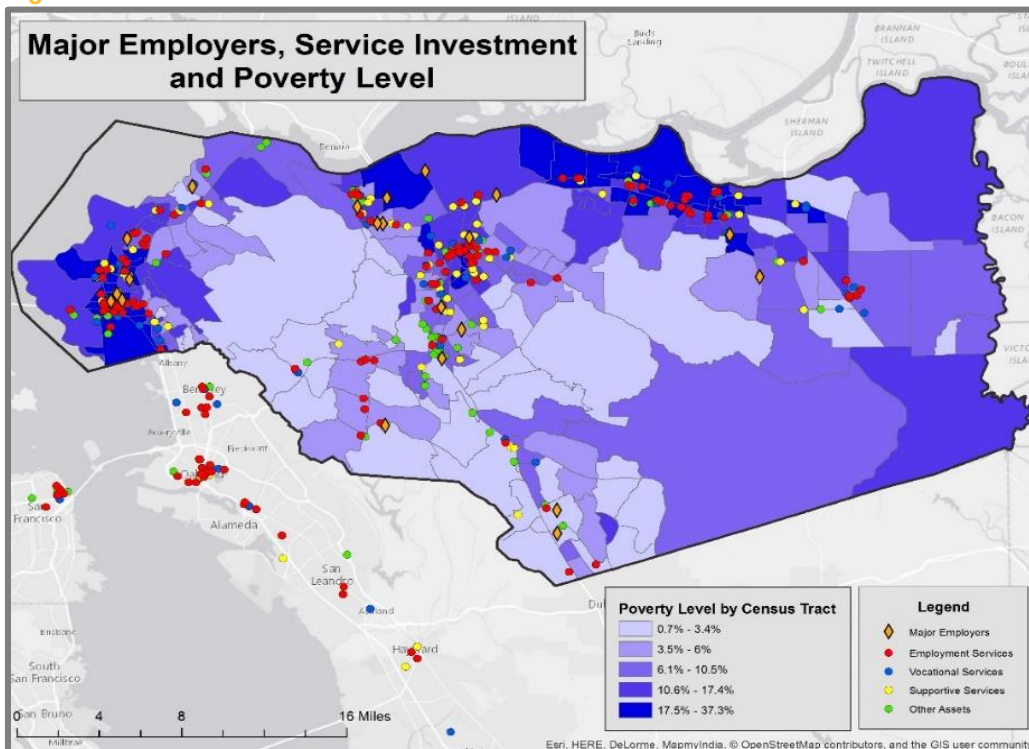
a. Major Employers and Industries

California's Employment Development Department extracted a list of major employers in Contra Costa County from the America's Labor Market Information System (ALMIS) Employer Database.[ix] The following table and map demonstrate the major employers in the County based on their number of employees, as well as their subregional location. It is important to note that some organizations' divisions are listed separately, although they may share locations and therefore only have one pin on the map.

Out of the top 25 employers, 17 are located in the Central subregion, 6 in the West, and only 2 in the East. The lack of major employers aligns with high rates of unemployment and poverty in the West and East subregions, while the more highly educated, wealthier communities in the Central subregion benefit from the presence of many large employers.

Major Employers and Industries

Figure 37

Major Employers, Service Investment and Poverty Level

While there are some major employers in areas of large local need (e.g. Richmond and Martinez), there are still large areas in need that have no major employer presence. For instance, Richmond has a cluster of large employers but other neighborhoods northeast of Richmond have fewer large employers and relatively high poverty levels (over 6%). Additionally, major employers are fairly well distributed across the Central subregion, but also still lack presence in areas with over 6% poverty.

In understanding how to better serve local jobseekers and businesses, and improve the local economy, stronger alignment must be structured between employer needs and jobseeker services. Under an economic development perspective, the County and the CCCWDB need to understand the role that employers, workforce assets, partnerships, and transportation play in determining the success of the economy.

Investment Strategy

By conducting further analysis on commute patterns, public transportation infrastructure, growth and anchor industry presence, and the existence of career pathway and work-based learning programs, the County can understand how to bridge gaps in the local economy by applying knowledge of local assets and partnerships.

Figure 38

#	Employer Name	Industry	Subregion
1	AAA Northern CA Nevada & Utah	Automobile Clubs	Central
2	Bart	Transit Lines	West
3	Bayer Health Care Pharmaceuticals	Laboratories-Pharmaceutical	West
4	Bio-Rad Laboratories Inc.	Physicians/Surgeons Equipment	West
5	Chevron Corp	Oil Refiners (Manufacturers)	Central
6	Chevron Global Downstream LLC	Petroleum Products (Wholesalers)	Central
7	Concord Naval Weapons Station	Federal Government-National Security	Central
8	Contra-Costa Regional Med Center	Hospitals	Central
9	Department of Veterans Affairs	Clinics	Central
10	Doctors Medical Center	Hospitals	West
11	John Muir Clinical Lab	Laboratories-Medical	Central
12	John Muir Medical Center	Hospitals	Central
13	John Muir Medical Center	Health Services	Central
14	Kaiser	Clinics	Central
15	Kaiser Permanente	Hospitals	Central
16	Kaiser Permanente Antioch Med	Hospitals	East
17	La Raza Market	Grocers-Retail	West
18	Richmond City Offices	Government Offices	West
19	San Ramon Regional Medical Center	Hospitals	Central
20	Shell Oil Products	Oil & Gas Producers	Central
21	St Mary's College	Schools-Universities & Colleges	Central
22	Sutter Delta Medical Center	Hospitals	East
23	Tesoro Golden Eagle Refinery	Oil Refiners (Manufacturers)	Central
24	US Veterans Medical Center	Outpatient Services	Central
25	VA Outpatient Clinic	Surgical Clinic	Central

Even examining growth industries, as Figure 39 shows,[ii] can provide great insight into how service investment should align with employers.

Figure 39

Industry	2014 Jobs	2015 Jobs	Change in Jobs 2014-2015 (%)	2015 Earnings Per Worker
Limited-Service Restaurants	10,579	11,380	8%	$18,632
Temporary Help Services	5,222	5,956	14%	$62,799
Wired Telecommunications Carriers	4,389	4,880	11%	$127,245
Services for the Elderly and Persons with Disabilities	9,014	9,498	5%	$16,502
Corporate, Subsidiary, and Regional Managing Offices	8,198	8,647	5%	$159,778
Full-Service Restaurants	13,183	13,606	3%	$23,484
Other Scientific and Technical Consulting Services	1,921	2,224	16%	$80,637
Natural Gas Distribution	3,329	3,628	9%	$170,491
Elementary and Secondary Schools (Local Government)	19,976	20,270	1%	$73,443
Offices of Physicians (except Mental Health Specialists)	6,493	6,765	4%	$121,326

b. Housing Costs

Another key data layer to consider when analyzing the broader workforce development system is housing and rental costs. The ever-increasing popularity of living in Contra Costa County, and even the Bay Area in general, has exponentially increased the cost of living, which in turn has a direct impact on the makeup of local residents.

Though Contra Costa County has less job growth than its neighboring counties, it has recently had greater housing availability.[x] Between 2011 and 2013, approximately 32,088 people moved into Contra Costa County, while only 28,011 left the County. While there is little data showing migration patterns on a subregional level in the County, it is clear that the area in general is becoming more and more popular.
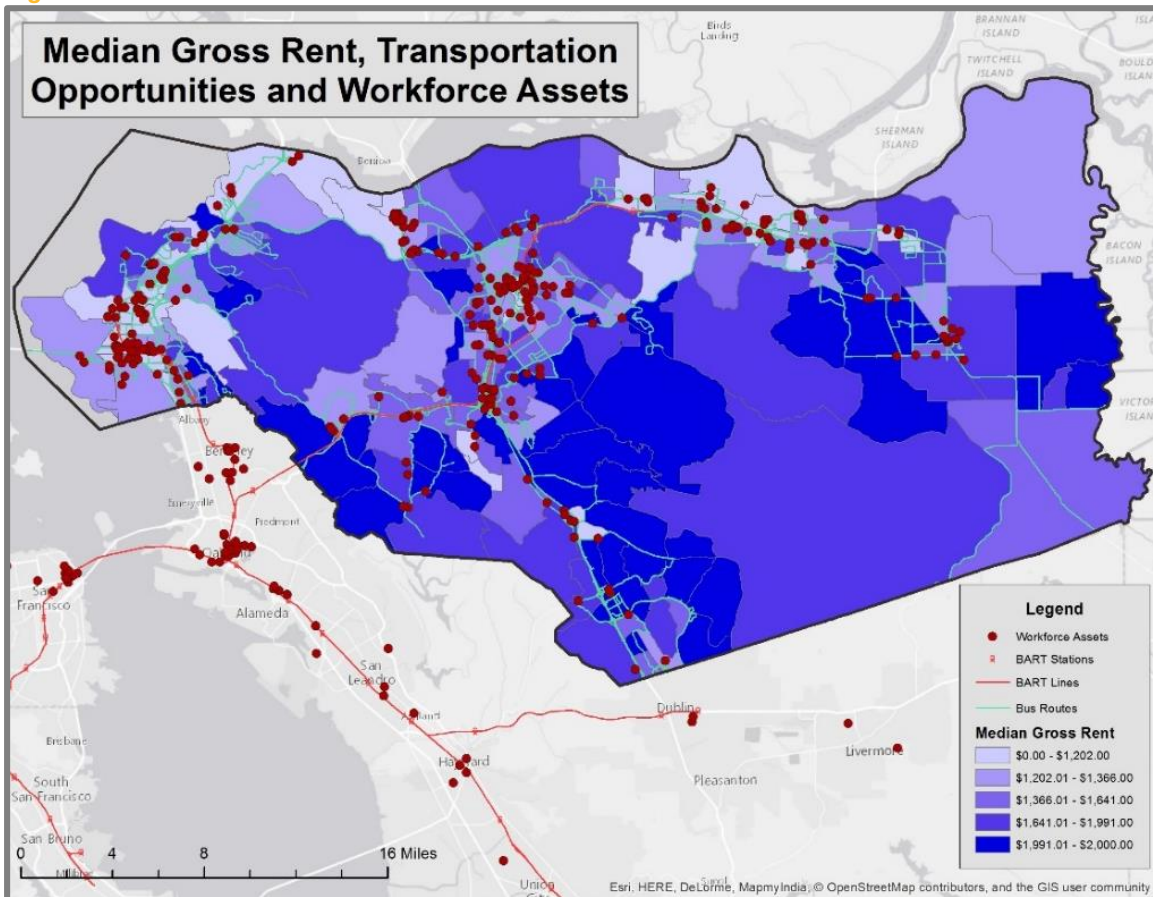
Housing

How can we increase the assets within challenging areas for the jobseekers moving there and/or determine how to provide access to areas with large densities of assets within or outside of the County?

The northwest portion of the East subregion and neighborhoods of greater Richmond have very inexpensive rental prices, both having some local bus access as well. It can be assumed that these areas will continue these trends of growth due to their attractive rental prices and therefore, should be considered as areas of large potential workforce and economic growth.

Figure 40

Median Gross Rent, Transportation Opportunities and Workforce Assets

Legend
- Workforce Assets
- BART Stations
- BART Lines
- Bus Routes

Median Gross Rent
- $0.00 - $1,202.00
- $1,202.01 - $1,366.00
- $1,366.01 - $1,641.00
- $1,641.01 - $1,991.00
- $1,991.01 - $2,000.00

c. Transportation

The public transportation system in the County also plays a key role in the workforce development system, providing access and therefore opportunity to jobseekers. It consists of local and regional bus systems as well as Amtrak and BART train services. For jobseekers, transportation may provide greater access to more assets and more employers. Many qualitative interviews revealed challenges experienced by service providers in the County, as individuals needing their services often cannot reach their sites by public transportation.

Figure 41 highlights areas in which there are large populations of commuters who use public transit. The majority of the 25 largest employers are accessible by public transportation. However, the largest percentages of commuters by public transportation are concentrated in small areas in the West (primarily in El Cerrito) and in the East (some of Bay Point). In the Central region, commuters using public transportation live across the entire subregion.
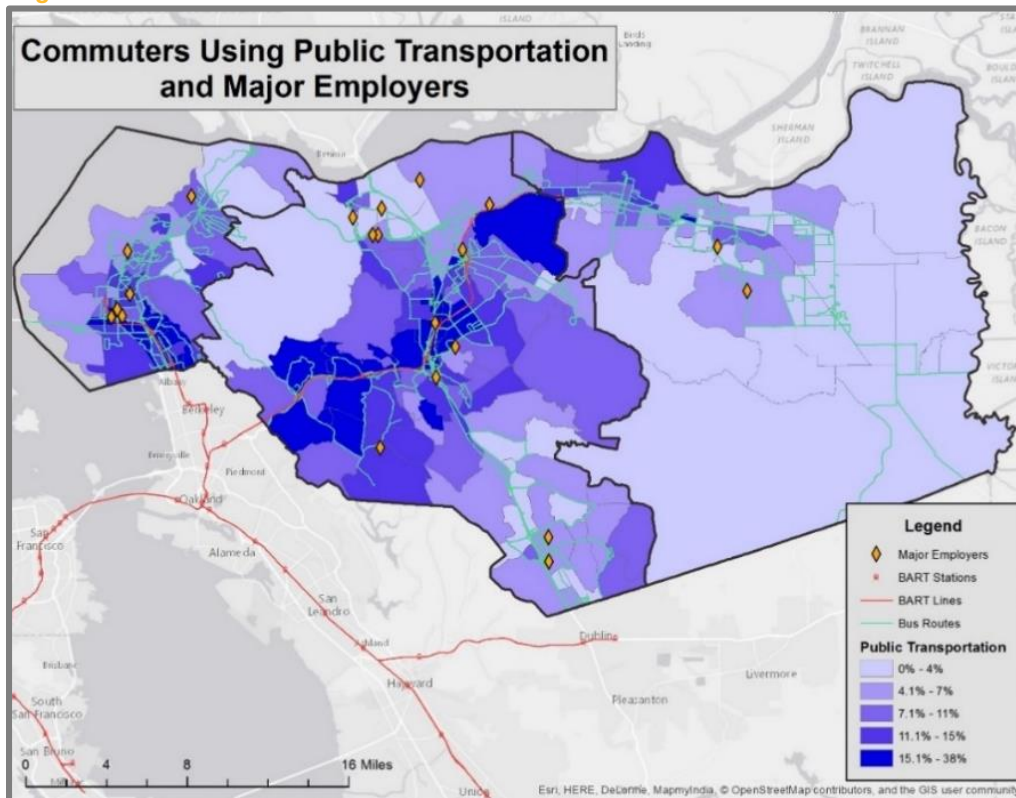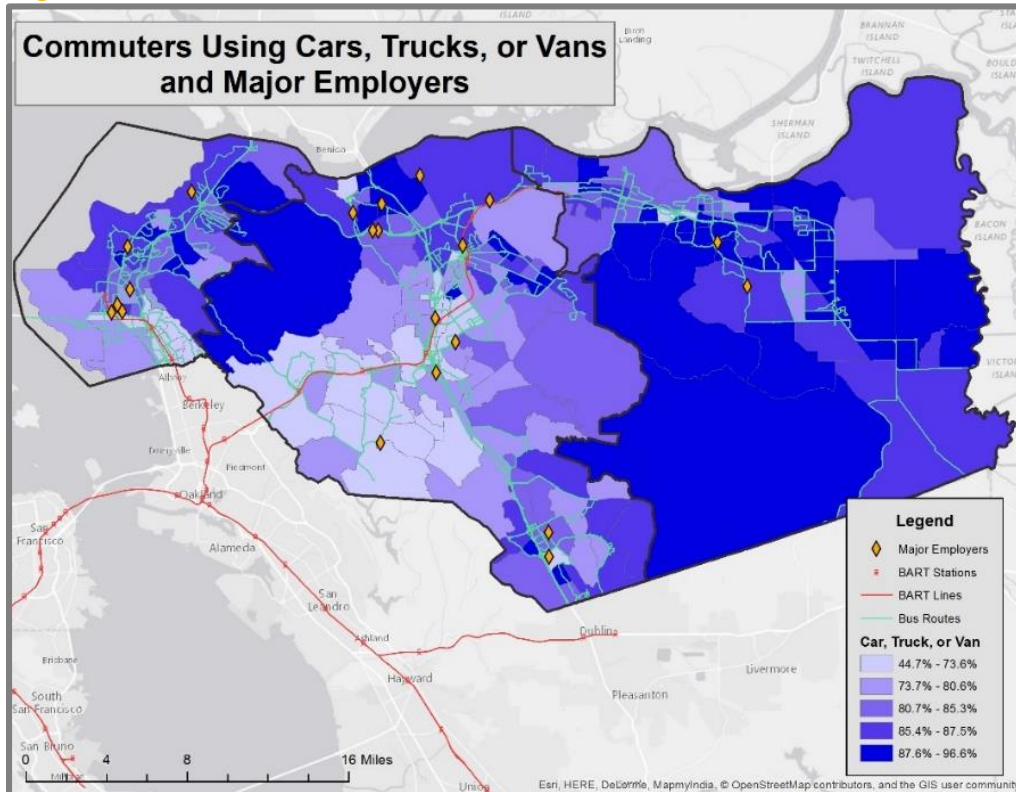
Transportation

Figure 41

Figure 42, on the other hand, shows where individuals use their own vehicles to commute. Those using vehicles to commute have very large concentrations in the East subregion, which aligns with the notion that there is a lack of strong transportation infrastructure there so that people must rely on cars to get to work. In the East, this may present a challenge to workers, as they have to travel a far distance out of the subregion by car to reach large employers.

In 2010, the Metropolitan Transportation Commission (MTC) reported that over 92,000 Contra Costa County residents commuted to Alameda County and over 47,000 residents commuted to San Francisco County.[xi] Continued investigation into the County's commute patterns can help determine how to better support commuters in the East subregion – whether it be through creating more transportation infrastructure and/or helping establish more local employment opportunities.

Figure 42

V. SUMMARY AND RECOMMENDATIONS

By analyzing the workforce assets across Contra Costa County and related environmental factors, the CCCWDB can leverage knowledge and understanding of local resources in serving its customers and planning for the County's economic future. The recently passed Workforce Innovation and Opportunity Act (WIOA) serves as a platform for systemic change and improvement in workforce development systems, pushing for strategic alignment and collaboration. The following strategic considerations and detailed recommendations for the CCCWDB serve as points for discussion and catalysts for change that may be ignited in the County.
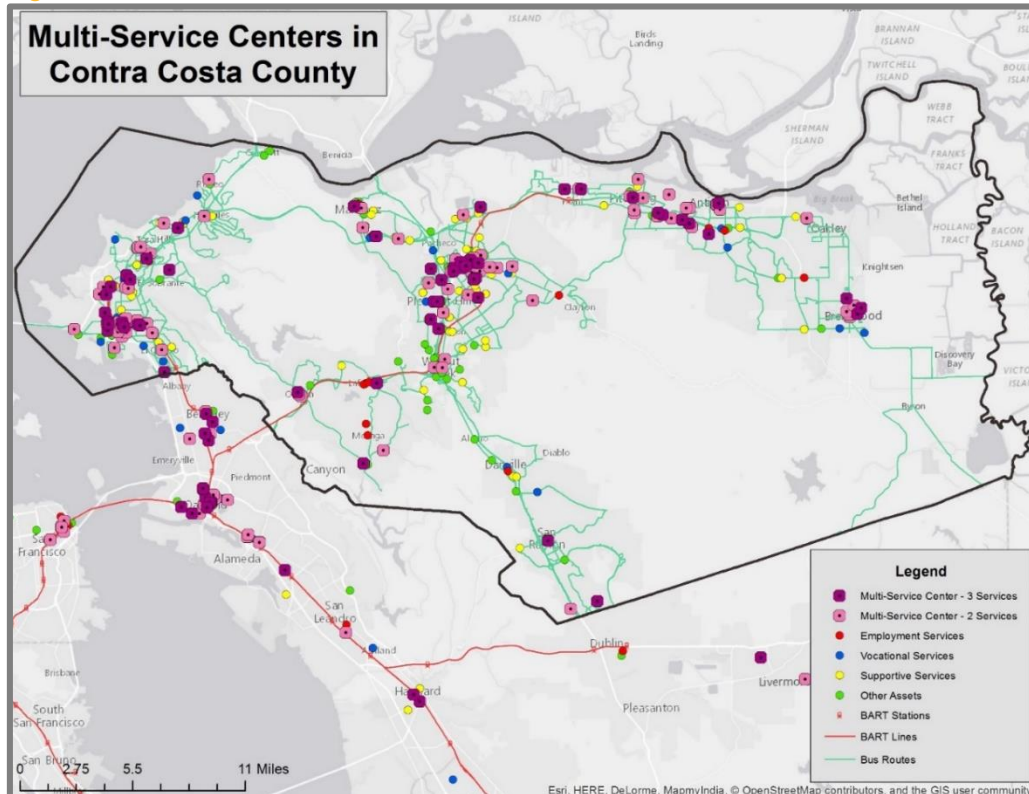
a. Considerations

The first consideration involves examining the role of multi-service and multi-generational services in Contra Costa County. At the onset of this research project, representatives from the CCCWDB encouraged mapping of "multi-service" and "multi-generational" centers. In examining the types of assets across the subregions, it was determined that many assets provided services that are categorized under more than one asset type. The permutations of services widely ranged – examples include organizations that provide both job readiness training and transportation, individual assessments and basic skills training, or job placement and wellness/recreation programs.

Creation of
Multi-Service Centers

Figure 43 demonstrates the distribution of these multi-service centers, defined as sites that offer services under two or three categories of assets. In defining multi-service centers in this way, one can understand which organizations provide ranges of services in one location, in a way, serving as a "one-stop" site where a single individual can receive a gamut of services. Once again, multi-service centers were concentrated in areas in clusters similar to those in Figure 9.

Figure 43

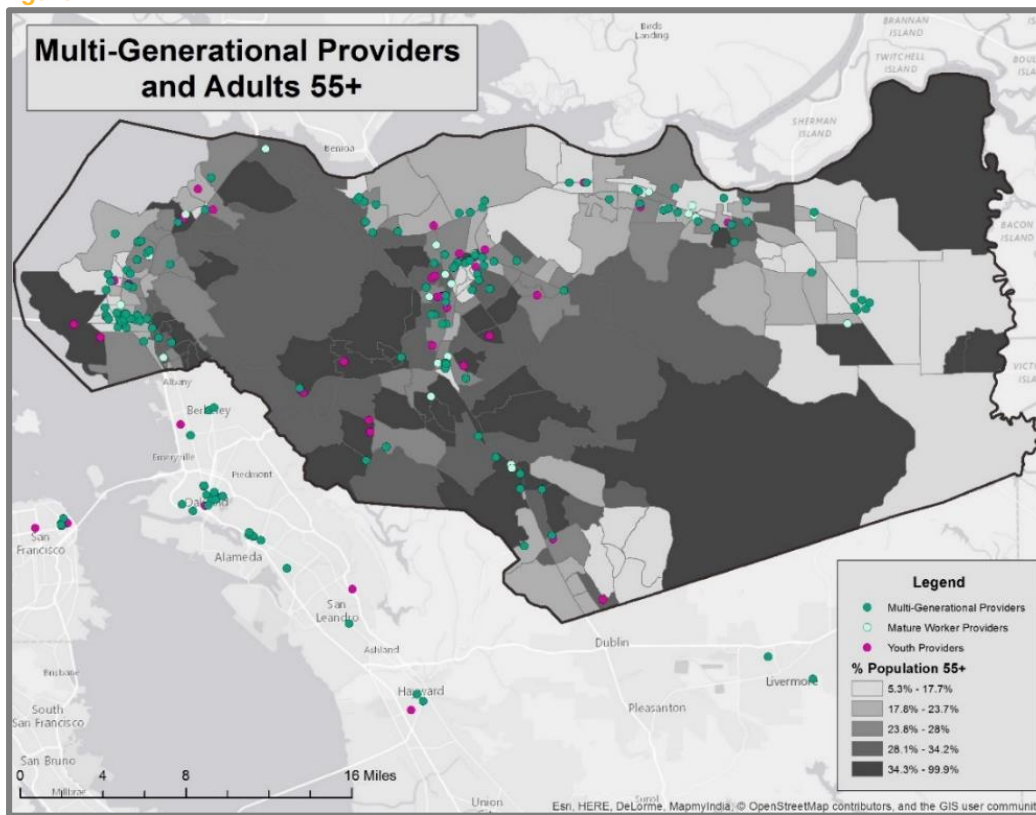Multi-Service Centers in Contra Costa County

These multi-service centers presumably create more access to customers because they can receive multiple services without having to travel to multiple sites. This may be even more effective in sites that lie across major transportation lines, as individuals without cars can more easily reach these sites. In defining "multi-service" in this way, there is a large opportunity in the County to support existing multi-service centers and help single-service centers collaborate with one another to create multi-service centers.

Multi-service centers may be defined as sites that serve multiple populations, and therefore, possibly the entire generational continuum.

Alternatively, multi-service centers may be defined as sites that serve multiple populations, and therefore, possibly the entire generational continuum (being "multi-generational"). There are over 217,500 young people ages 0-14 and over 178,000 individuals 65 and over in Contra Costa County.[iii] As aforementioned, when asked about any "other" populations for which organizations have targeted programs, 83 assets reported that they target younger youth/children and 68 target seniors. Figure 44 illustrates how additional populations can be added to the workforce development mix – it includes youth providers, adult providers, and providers that target both youth and adults. Additionally, the shaded areas show the percent of seniors in a given area, showing potential opportunities for senior services.

Figure 44

These unemployed populations of youth and seniors, which are typically not employed due to young age or retirement, do not contribute to employment figures in the County directly. However, they do play a role in the workforce development system at large. For instance, the "Baby Boomer" generation began turning 65 in 2011, which demonstrates the trend of an aging America in which the need to care for the elderly is larger than ever. The shortage of health care workers, especially those in long-term care settings, provides a challenge for healthcare providers who struggle to find staff for these positions.[xii] This also presents a large opportunity for increased jobs and career pathways in health care. Interviewees also noted the possibility of connecting seniors to workforce employment and training programs available to them, even volunteer opportunities that will support the local community.

Likewise, as child care costs rise in the County, the CCCWDB must consider the effect of high costs on parents and families, who are either working or looking for employment. In Contra Costa County, the average cost for one child in a family child care home is $175-200 per week; the average cost for one child in a child care center is $250 per week for infants, $200 per week for preschoolers, and $125 per week for school-age children.[xiii] In this study, over 50 assets were identified to offer child care or child care subsidies. Multiple respondents cited the need to better connect the elementary education system, and even early education, with education and employment, developing preparation programs and access across the age continuum. Many of these organizations also offer child care provider training, another resource to leverage in developing jobs and career pathways in the County.

In considering the need for and expansion of multi-service/multi-generational centers, organizations can align and collaborate with one another to develop physical and/or virtual multi-service centers, especially in pockets of high poverty. The CCCWDB must first define what a successful "multi-service" center consists of, creating a definition that reflects the needs of Contra Costa County and that will be useful to refer to for strategic planning purposes.

Consideration

- How does the County/CCCWDB define "multi-service" and/or "multi-generational" centers?
- How are the strategies around the optimal utilization of these centers defined?
- How and who can help join single-service centers together to create more multi-service centers?
- How can we envision a virtual multi-service center system via a network of organizations?
- How can the County use multi-service centers/multi-generational centers for the purposes of breaking cycles and creating long-term self-sufficiency?

Intersection of Education and Workforce Development

The second consideration involves the presence and need of vocational education and training providers in Contra Costa County. While the Central subregion has a high concentration of individuals with high educational attainment (over 50% with Bachelor's degrees), the West and East are challenged with incredibly low levels of educational attainment. Of those over 25 years of age who were measured for educational attainment, 18% in the West and 16% in the East were not high school graduates.[xiv] The lowest levels of educational attainment are most concentrated in Richmond in the West subregion, parts of Concord in the Central subregion, and across the whole East subregion. Both the West and East are plighted with these low percentages, however, while the West has 54 vocational education/training assets to support these individuals, the East has only 36. Figure 45 maps vocational education/training providers, as well as community colleges in the County, across low educational attainment levels for those over 18 years of age.
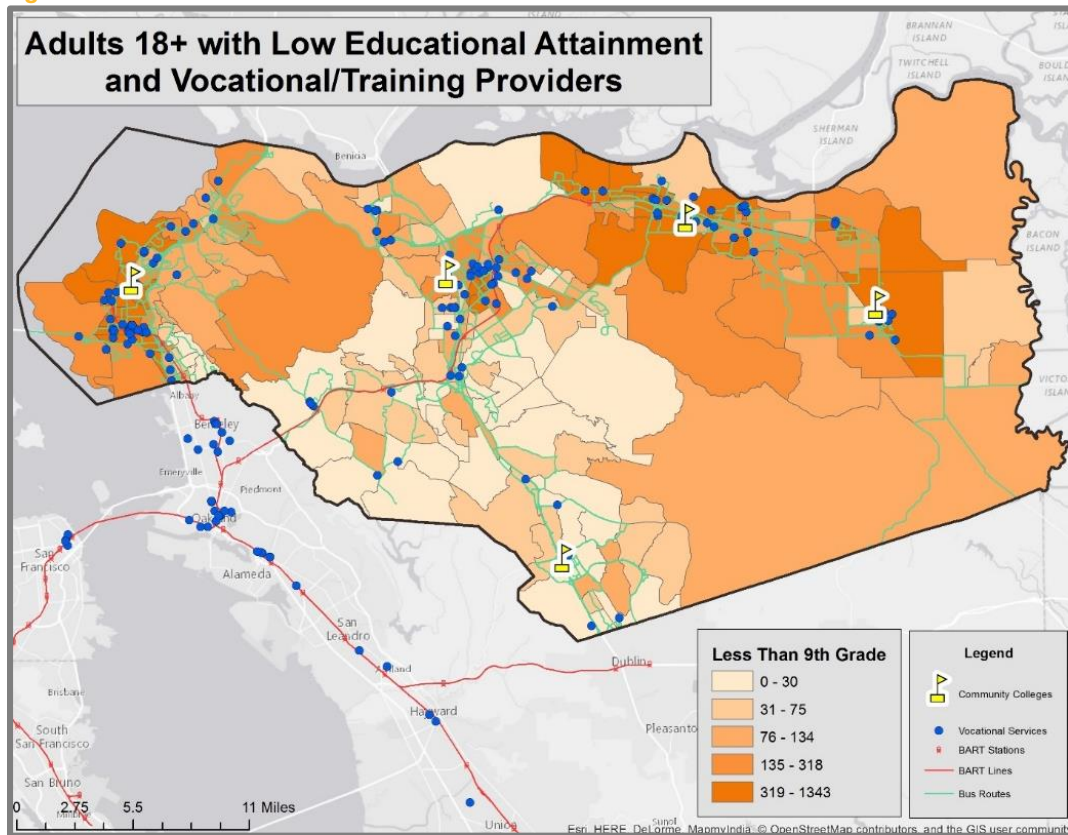
Many interviewees in this study stated that there is a large lack of alignment between the County's educational and employment systems. Individuals suggested better pipelines through community colleges, commenting that individuals drop out of Career Technical Education programs due to lack of support. Additional case management and supportive services could better prepare and serve student in this area.

> **Many interviewees believe there is a large lack of alignment between the County's educational and employment systems.**

Other interviewees cited Assembly Bill 86, Section 76, Article 3 (AB 86) as an opportunity for community-based organizations to provide personalized services, such as case management, to those enrolled in community colleges and adult schools. AB 86, the Adult Education Consortium Planning Grant, provides planning and implementation grants to community college districts and school districts in order to help develop regional plans that support adults' educational needs.[xiv] The Contra Costa County Adult Education Consortium has already engaged in this planning

process, assessing local adult education programs and developing strategies to leverage resources and better support diverse students.

Figure 45

Adults 18+ with Low Educational Attainment and Vocational/Training Providers

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Consideration

- How can the CCCWDB help build connections between the education system and the workforce development system?
- How can we create greater alignment of education and training to facilitate the development of skills for the jobs that are present within the County and in neighboring areas?

Regional Approach to Service Delivery

The final consideration involves viewing the workforce development system through a regional lens, asking, "How can CCCWDB collaborate with neighboring WDBs to provide greater access to jobseekers and engage employers?" WIOA encourages a regional approach to workforce development in which local areas collaborate to align their strategies, leverage resources, and eliminate duplicative efforts.

91 assets identified in this study as local-serving assets are located outside of Contra Costa County, 62 of them being in Alameda County. In 2013, PCG conducted an asset mapping of the workforce development system in Alameda County, identifying 541 assets serving approximately 1,500,000 residents (roughly 3.5 assets per 10,000 people).[xv] The leaders behind the engagement were the Alameda County Workforce

Investment Board (ACWIB), the Alameda County Social Services Agency (SSA), and the Oakland Workforce Investment Board (OWIB), who saw a need to collaborate to address regional challenges.

By working with other Workforce Development Boards in this type of approach, CCCWDB too can benefit from regional strategy development and resource sharing. Multiple maps have shown that there is a high concentration of assets in metropolitan areas such as Oakland and San Francisco, which are also accessible via BART. These cities are home to high growth industries and employers that have ever-growing talent needs. CCCWDB can formally partner with the local WDBs that have jurisdictions over such areas and others to strategically develop interconnected networks of services, qualified jobseekers, and employers looking to hire. In addition, CCCWDB can connect existing initiatives (and potentially even funding streams) with other WDBs in order to work with a more developed pool of resources to serve the Bay Area on a regional level.

Formally partnering with other local WDBs will help CCCWDB develop an interconnected network of services, jobseekers, and employers.

Consideration

- How can CCCWDB collaborate with neighboring WDBs to provide greater access to jobseekers and engage employers?
- How can WIOA be used as a platform for regional strategy development and implementation?

b. Recommendations

The results of this community asset mapping underscore the need for strategy and action to aid jobseekers, service providers, employers, and the local economy at large. By examining Contra Costa County's assets through multiple lenses of data, it is clear that while there are some great efforts in place to support this need, there are also myriad opportunities to better serve the "hardest to serve," strengthen organizational collaboration, leverage local resources, and develop systemic strategies both Countywide and for each subregion.

The following summarizing points and corresponding recommendations can help drive stronger alignment and coordination of the workforce development system in Contra Costa County. As a thought leader and convener in workforce development in Contra Costa County, the CCCWDB can help implement these strategies, using WIOA as a platform for real change.

> **1) Build capacity throughout each point of the employment services continuum, especially in intake/assessment and job placement, to develop a comprehensive pipeline that leads to gainful employment**

Contra Costa County's system-wide employment services capacity is at its greatest in helping customers sharpen their soft and hard skills (Phase 2 of the continuum). However, there is a lack in services at the onset and exit of the continuum, making it difficult to intake and assess customers (Phase 1) and move them into gainful employment (Phase 3). The West subregion has more employment services than the East and Central subregions do, illustrating that the Central and East subregions must generate more employment services and/or develop direct connections to those offered in the West. Comparatively, there are many more people in need (as seen in unemployment and poverty rates) in the East subregion than in the Central, therefore, this distanced subregion has a deep-seated need for more support.

> **2) Enhance the capacity of assets serving Contra Costa County to be responsive to the trends, needs, and demands of the region**

It is clear that there are many geographic areas in which the County and its assets simply do not have the capacity to offer enough support and services to those in need. The CCCWDB must discuss and determine how assets can become more aligned with subregional needs, while doing so within budget.

This strategic determination can be accomplished by increasing the capacity of existing local assets to serve their subregional populations. The CCCWDB can help provide a forum through which each subregion's lead service providers, funders, and stakeholders can further examine the subregional nuances and challenges that must be addressed through targeted service delivery. For instance, the Central subregion can brainstorm how to leverage high talent pool (the large amount of individuals with high educational attainment) to encourage more local hiring and attract small businesses to the subregion. In the East subregion, strategic decisions can be made around engaging youth and low-income individuals, especially as housing and rental prices increase and the area becomes flooded with higher populations.

3) Construct pipelines and partnerships to assets outside of Contra Costa County, especially in Alameda County

In this study, it was determined that 91 assets (20.7% of the total) that play a role in the County's workforce development system are located outside of Contra Costa County (62 of them being in neighboring Alameda County). While the immediate reactive thought to this statistic may be that Contra Costa County is behind Alameda in its services, it is rather the reveal of an opportunity to leverage neighboring assets who offer the same types of services to the same types of individuals. By constructing direct, deep connections with assets outside of Contra Costa County in a formal manner, the County can benefit from successful programs and generous funding streams while working to support workforce development in the Bay Area at large.

4) Consider demographics and the aggregate totals of assets that serve each targeted population when funding capacity building for both local assets and the One-Stop system

Each subregion has a distinctly different density of target populations and corresponding assets that serve those populations. To be effective, local workforce assets must match local need. This simple notion is easier said than done, as those with multiple barriers to employment have needs that cross over multiple assets. Various interviewees cited the need for a culture shift within the public workforce system, in that instead of viewing it as an "unemployment" system, seeing it as a system of "opportunity." This ideal, very much mirrored in WIOA, will not come about overnight. However, it is essential that local areas continue to make strides to serve those "in need" by targeting the right types of services to them to provide these opportunities.

The County and CCCWDB can take into account these varying demographics and targeted services to fund capacity building for organizations that serve those populations and/or for the One-Stop system to better serve those needs. The West and Central subregions have the highest density of workforce assets with respect to local need. However, in interviews, many organizations cited that the County needs to put forth more efforts to reach and serve the homeless, undocumented immigrants, low-skilled workers, individuals with disabilities, and individuals with mental health barriers. While refugee/asylee and undocumented immigrant data in Contra Costa County was not accessible for this study, there were indicators of where these special populations exist (due to the services targeted for them). These "hard to serve" populations often overlap, as is the case for individuals with multiple barriers to employment. While many assets do in fact target these populations, there are still multiple gaps in serving other at-risk populations (the least amount of targeted services being for foster youth, formerly incarcerated adults, formerly incarcerated youth, refugees/asylees, high skilled workers, college students, entrepreneurs/small businesses, and undocumented immigrants).

Who do we need to serve the most?

In expanding the capacity of local assets, the CCCWDB and funding entities must begin with the end in mind and ask, "Who do we need to serve the most?" By understanding the presence and needs of specific target populations, the CCCWDB can provide guidance to organizations that are looking to collaborate – bringing together organizations that either serve the same populations (to increase their overall target of that group) or convening organizations that serve varied populations in the same area (to develop a site that matches local differences). Capacity building, in regards to changing demographics of County residents, can help match services to local need. For instance, as affordable housing is becoming less available, poverty can easily deepen, which may create even larger social issues, like homelessness.

5) Enhance the capacity of existing multi-service centers and develop new ones by aligning existing single-service centers

Multi-service centers present a large investment opportunity to the County. When defining multi-service centers as those that offer multiple services under multiple categories of assets (e.g. employment services, vocational education/training, and supportive services), sites function similarly to One-Stop Career Centers, providing many resources and tools at one location. As organizations that offer only one service or a select few services look to infiltrate and engage the community, they can collaborate and partner with one another to create physical and/or virtual multi-service centers, especially in pockets of high poverty or in areas that lack transportation infrastructure. These multi-service centers can be packed with services and staff, have a larger name and presence in the local community, and pool together funding allocations to provide more, improved programs – a capacity that small, single-service centers most likely would not have.

First, the CCCWDB must determine what an optimal multi-service center looks like in regards to the needs of the County. For instance, is it more important to have sites that offer multiple service types to one individual or to have sites that offer the same type of service to multiple populations or age groups? Once this is determined, the CCCWDB can collaborate with local assets to increase their partnerships with existing multi-service centers and to help facilitate partnerships with current small, single-service centers. The CCCWDB can also connect One-Stop Career Centers to these assets in each subregion to collaborate through partnerships, system alignment, and funding strategies. In implementing these strategies, the CCCWDB will also discuss how multi-service centers can support efforts to break cycles of poverty and unemployment while promoting long-term self-sufficiency for their clients.

What constitutes an optimal multi-service center?

6) Bridge the gap between education and employment, increasing joint efforts between community colleges and workforce development in providing access to student jobseekers and engaging employers

There is much to be said around increasing employment services in the County as they intend to set up a direct pipeline to employment. However, without the proper education and training, individuals in the Bay Area today will be unequipped to obtain and sustain meaningful employment. Many interviewees described that the education and employment systems in the County lack alignment. By increasing the capacity of vocational education and training in the County, especially in areas of low educational attainment, the County can then direct trained individuals into career pathways for local employers – supporting local hiring and business development.

The right kinds of programs must be developed to lead to employment, both within Contra Costa County and in neighboring counties. Training and education that is applicable to the needs of the local labor market will help weave an individual into a fulfilling career path. Continued joint efforts between the CCCWDB, local employers, and community colleges in work-based learning opportunities and career pathway development can help guide jobseekers into employment and further define the key, local sectors around which further workforce and economic development strategies can be developed. In addition, collaboration through satellite services and access points for training at community colleges with further integrate employment and education to reach students who are preparing for "real world" work.

7) Align youth service investments to mirror youth population densities and youth needs, especially in the East subregion

The CCCWDB's Local Strategic Workforce Plan cites youth as a target population for which the goal is to "increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career."[xvi] In the Central and East subregions (the East in particular), there are areas that are densely populated with youth but lack a presence of youth providers. There are simply far too few assets to serve these subregional youth populations. With WIOA's ever-pressing push to serve youth, particularly out of school youth, it is critical that the CCCWDB helps local assets find, reach, and support this population.

With WIOA's push to serve youth, particularly out of school youth, it is critical that the CCCWDB helps local assets find, reach, and support this population.

The County and CCCWDB must begin to understand the trends of youth population density within subregions and target services that reflect those populations. For instance, a high concentration of older youth in a given subregion may suggest the need for greater service strategies that target older youth and provide linkages for them from education to employment. Youth-serving organizations can also collaborate to create youth "hubs" (another type of multi-service center) in which young people can receive services and training as well as enjoy the camaraderie of a peer network.

8) Partner in a deeper, more meaningful way with the foundation community and non-traditional and discretionary funding streams

The "other assets" category in these asset maps include foundations and non-traditional and discretionary funding streams that support the local workforce development system. There are countless opportunities for the CCCWDB to develop aligned partnerships with this community, as both spaces want to serve the same underserved populations.

The CCCWDB can share this inventory and ideas for collaboration with these funding sources to, together, craft a partnership that has a shared vision and strategy to reach and serve specific local populations. This will also allow these funding partners to become even more aware of current workforce development investments and work with the CCCWDB to determine how to strategically distribute their funding sources to multi-service centers.

9) Conduct a countywide study of local employers, anchor institutions, commute patterns, and migration patterns to investigate and prepare for local employment needs and trends

Understanding local workforce development assets is just the tip of the iceberg of analyzing the workforce development system in Contra Costa County – local employers and industry presence must be considered as well. The CCCWDB must continue to research and analyze the presence and influence of employers as related to community need. Analysis of local anchor institutions, place-based entities that directly tie to community need, could greatly enhance the County's strategic planning process, as these large employers often have initiatives and funding streams in place that are either

Analysis of local anchor institutions could greatly enhance the County's strategic planning process.

duplicative of the County system or could be opportunities for collaboration with the CCCWDB.

Though there is not yet sufficient County data that documents the major employer presence in the County, even CA EDD's list of the top 25 employers in the County proves that there is a wealth of information to explore there (as the majority of them are concentrated in the Central subregion while there are very few in the East and West). In addition, as the popularity of industry-recognized credentials, nanodegrees, and boot camps continues to grow, there is a pressing need to engage key employers in both the employment services continuum and in vocational education and training systems (ensuring that curriculum aligns with their employment needs). The CCCWDB can map opportunities to career pathways that will cause foundational coursework which opens up doors to multiple local industries, both inside and outside of Contra Costa County.

Continued research on commute patterns and migration patterns will also shed light on the future of the County's workforce system. Such research can predict the growing or shrinking subregional populations (including age concentrations) and corresponding cost of living increases or decreases. These findings can then predict the future presence of employers in each subregion and in the County as a whole, as population figures and housing costs may make some areas more or less attractive to new employers. By beginning with this end in mind, the CCCWDB can be one step ahead of the next iteration of the workforce system in Contra Costa County, driving decisions using hard data.

> **10) Employ innovation and technology to increase access and fill gaps in capacity, both inside and outside of the County**

The County and CCCWDB, now with a keen understanding of capacity gaps in the local system, can weave innovations into the way services are provided to jobseekers. Technology serves as a mechanism to better engage and communicate with jobseekers, especially the large densities of youth in Contra Costa County (who are very engaged with technology). The large geographic size of the County and its related transportation challenges highlight the need to develop access to individuals in ways other than brick and mortar service centers. Whether it be through appointment reminders via text messages, online/virtual partnerships, or mobile sites, the workforce development system can incorporate technology to make and sustain connections with jobseekers, while also providing them with greater access to services. Technology can help connect individuals to services in other counties as well, leveraging regional capacities already in existence.

Other innovative methods of increasing physical access, such as partnerships with local library systems, will allow services to penetrate each subregion and become even more accessible to subregional populations, especially those with limited transportation options. These new access points will also serve to increase capacity in the overall system, filling in the highlighted gaps that the County currently experiences.

Assets are not all created equal. Many other assets, in areas other than workforce development, are critical to the County's success and the well-being of its residents (e.g. Temporary Assistance to Needy Families, K-12 school districts, child welfare, etc.). To expand on this study's findings and considerations, it is recommended that asset mapping engagements are weaved through multiple County departments to gain a comprehensive understanding of the public systems in Contra Costa County.

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