

# PY 2017-2020 East Bay Regional Plan\*



For the East Bay Region Planning Unit including:

**EASTBAYWorks (EBW)**

**Alameda County Workforce Development Board (ACWDB)**

**Contra Costa County Workforce Development Board (CCCWDB)**

**The City of Oakland Workforce Development Board (OWDB)**

**The City of Richmond Workforce Development Board (RWDB)**



\*This plan is in draft form, and the partners invite public comment. This draft may be revised based on public comments.

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## A. Executive Summary

The East Bay Region of California is a sub-region of the nine county San Francisco Bay Area, one of the most productive and prosperous regions on the planet. The sub-region consists of Alameda and Contra Costa Counties, represented at the local level by the Alameda County Workforce Development Board, Oakland Workforce Development Board, the Richmond Workforce Development Board, and the Workforce Development Board of Contra Costa County.

This area goes as far north as Concord and south to Fremont, which is the northern tip of the Silicon Valley. Easternmost city boundaries include Livermore in Alameda County and Brentwood in Contra Costa County. Both Richmond and Oakland lay on the westernmost boundary of the region.

The two-county region is home to more than 2.5 million residents and has an abundance of natural, physical, and institutional resources, including three national labs, University of California Berkeley, and the Port of Oakland, which alone accounts for 10,000 direct and 18,000 indirect jobs in the region. Combined with high educational attainment levels among its population and an abundance of company headquarters, the sub-region is an economic growth mecca. But amid these assets, the sub-region also has its share of challenges, including infrastructure issues typical of urban communities, the high cost of housing and overall cost of living, mismatches between where services are based and where they are most needed as prosperity results in shifts in where people in need reside, and distressed communities where a disproportionate percentage of the residents lack the skills and knowledge to effectively compete in the labor market.



The East Bay's four local areas have a long history of collaboration, and created **EASTBAYWorks** in 1997 as a vehicle to align services and leverage workforce resources across the region. This plan reflects the East Bay regional partners' ongoing and deep engagement with industry and individual employers; secondary, post-secondary, and adult education systems; organized labor; community-based organizations; economic development; and other partner agencies to ensure the region has the talent required to fuel its growth and residents have access to the skills they require to fulfill their career aspirations. In this way, all partners engaged in the multitude of efforts described in the following pages have been instrumental in shaping this plan and have an important role in implementing it.

The current generation of workforce strategies and initiatives were shaped in part by several years of economic turmoil. The Great Recession had a tremendous adverse impact on the East Bay Region – 10 percent of all jobs were lost, with the construction, real estate, financial services, manufacturing, and

retail industries suffering the most acute losses. Recognizing that a true economic recovery would require active and aligned interventions from government, education, economic development, industry and workforce development, enlightened leaders from across those sectors began planning for the future even as the recession continued unabated. The goal was two-fold: first, to lead the East Bay Region toward economic recovery and, second, to future-proof the economy so the region could better withstand inevitable ups and downs. These efforts were bolstered by trends in workforce development, particularly emerging work in sector partnerships and career pathways, and education reform that focused on industry-valued and stackable credentials, student persistence, and competency attainment.

Today, the East Bay Region has a coordinated workforce strategy anchored by five broad-based sector partnerships, several interconnected career pathway initiatives, and a network of 14 American Job Centers. To support the regional alignment of the East Bay workforce system, the local workforce boards have co-invested in a Regional Coordinator to represent the collective interests of the boards in regional initiatives, expand strategic capacity, ensure service alignment, accelerate the region-wide implementation of best practices, and manage the **EASTBAYWorks** brand. Specifically, the Regional Coordinator:

- Engages with economic development, K12, community college and adult education systems, metropolitan planning organizations, community based organizations and other stakeholders to identify opportunities, trends, and concerns; facilitates strategic connections; and represents the **EASTBAYWorks** brand regionally, at the state level, and nationally.
- Supports **EASTBAYWorks** network of America's Job Center of California (AJCC) through a range of tools, including a hot jobs listserv and shared web site, as well as through quarterly meetings of the site managers to exchange information, share promising practices, and identify opportunities for collaboration and continuous improvement.
- Facilitates a dynamic communications infrastructure that connects professionals across the workforce service system, including those working within the AJCCs, community based contractors, K12, community college and adult education providers, and others providing services.
- Supports a seamless interface with businesses and industries throughout the region through quarterly meetings of business service leads, hosted by leading employers in the region, to exchange information, share promising practices, and identify opportunities for collaboration and continuous improvement.
- Convenes operational leads from the four local boards to elevate any issues identified, as well as to address any new opportunities or emerging trends identified in the quarter.
- Convenes workforce development board directors for ongoing strategic planning and coordination.
- Manages region-wide efforts, such as scaled procurements, marketing and communications, development and deployment of professional development and efforts to link, align, and leverage public systems.

Among the myriad benefits of the **EASTBAYWorks** partnership is the ability to pilot efforts locally and then replicate them regionally through an established process of cross-training and shared resources.

At the heart of **EASTBAYWorks** are the 14 American Job Centers located in the region, collectively serving over 80,000 job seekers and nearly 2,000 employers each year. A major focus of the collaborative work of the region has been and will continue to be aligning and strengthening services across the centers, and ensuring that staff have the latest intelligence and best possible resources available to connect job seekers to employment, and employers with the talent they require to grow and flourish in the East Bay Region.

Sector-driven partnerships, which are described in more depth in subsequent sections, are a primary strategy leveraged by the East Bay regional partners to inform the region's workforce development efforts. Under the brand *East Bay Slingshot*,<sup>1</sup> the partners are actively working with industry, economic development, education, organized labor, and community partners to design and implement employer-informed strategies that move workers into growth industries with opportunities for advancement. Five sectors are currently targeted within this model.

- Advanced Manufacturing, represented by the [East Bay Advanced Manufacturing Partnership](#). This partnership has recently connected to The Manufacturing Institute's *Dream It. Do It.* initiative, bringing national resources to the efforts of connecting young people to jobs in this critical industry sector.
- Healthcare, represented by the [East Bay Health Workforce Partnership](#).
- Transportation and Logistics, represented by the [East Bay Transportation and Logistics Partnership](#).
- Information and communications technologies, represented by the [East Bay Information and Communications Technology Partnership](#).

In addition, the regional partners, with the leadership of the Contra Costa Workforce Development Board, have been active in the creation of the [Biomedical Manufacturing Network](#), which in addition to education and training focuses on providing business assistance, technology transfer, and industry-related economic development.

Over 90 percent of businesses in the East Bay region have less than 100 employees, and collectively employ a third of the region's workforce. The partners invite and value the participation and perspective of those business on their workforce boards, and consider it a shared priority to connect them to the workforce resources that are essential to their growth. The boards all have long standing relationships with the East Bay Economic Development Agency (EDA), and the boards' leaders participate on the EDA committee dedicated to small business development. Additionally, both Richmond and Oakland host newly formed Contractors' Resource Centers to support skills development for contractors aspiring to get licensed to do business in the region's construction industry, the Contra Costa Workforce Board hosts the county's Small Business Development Center, and the Alameda Workforce Board recently held its first annual Small Business Resource Symposium to connect companies to state and local resources, educate them about tax incentives and applicable laws, and assist them with their workforce needs.

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<sup>1</sup> [Slingshot](#) is a California Workforce Development Board-sponsored statewide initiative that seeds collaborative efforts by employers and industry, government, workforce and economic development, and education stakeholders within a region to identify and then work to solve employment challenges that slow California's economic engine.

In addition to sector partnerships and support for small and emerging businesses, several other aligned efforts inform the East Bay Region's collective workforce development priorities, and contribute to the range of services offered to support economic mobility for individuals and spur economic growth for businesses. Primary among these is the [Strong Workforce Program](#), led by the Bay Area Community College Consortium. This regional planning effort engages the colleges, local workforce boards, adult education, and other partners to identify training requirements across industry sectors. As part of this work, nearly sixty (60) regional joint ventures have been identified, primarily focused on enhancing training in areas where there is a concentration of both data-informed, employer validated need and an opportunity to support a career pathway for individuals currently outside the economic mainstream.

Another major regional strategy is career pathways, which aligns education and industry in support of economic mobility strategies for youth and adults. Under the brand [Earn & Learn East Bay](#), the regional partners have created a coordinated network that engages hundreds of employers in providing a wide range of work-based learning experiences to East Bay residents. This work, and its impact, is more fully described within this plan.

The East Bay Region partners also recognize there are individuals with barriers to employment that go beyond technical skills, and have been working in their local areas and collectively to enhance services for those individuals. To this end, in addition to the region-wide efforts outlined above, there are several projects underway that encompass one or more of the local workforce boards in the East Bay Region. These projects engage a range of partners including: K-12 and postsecondary education systems, community-based organizations, probation and parole offices, advocacy coalitions, and other groups. These partners are part of the complex ecosystem committed to creating and delivering solutions that help individuals meet their career goals and business connect to the talent they require to flourish – to ameliorate a wide range of workforce challenges faced by individuals in the region.

While developing this summary of their collaborative work, the partners came together to consider the next phase of their joint efforts. They have identified three broad areas where they will focus their attention regionally, which are described in more detail in the final section of this report:

- **Common operational practices** to support a more seamless customer experience and facilitate economies of scale.
- **Strategic service alignment** to maximize program participation and completion rates, credential attainment, and employment outcomes for in-need populations, as well as better coordinate employer services.
- **Enhanced regional tracking** to monitor and improve workforce development activities, with the goal of creating an unprecedented level of community-wide accountability and shared commitment for outcomes for all partners.

Additionally, the four workforce boards in the East Bay Region are developing their individual local plans simultaneously with this regional plan. As part of those efforts, they are conducting a range of focus groups and engaging in other collaborative processes that will likely result in additional local strategies that will be considered for regional expansion during the life of this plan.

## B. Regional Economic and Background Analysis

### i. Regional Overview

By all major economic indicators, today the East Bay Region is thriving. This was not the case in the relatively recent past: the region's economy was heavily affected by the Great Recession, particularly impacted by the failure in the housing market and a dramatic rise in the unemployment rate. The region lost 10 percent of its jobs between 2008-2011. The construction industry lost 40 percent of its jobs, and a fourth of the jobs in real estate and financial services also were lost. The ripple effect was crippling, with substantial reductions in government, retail, and manufacturing jobs, and a specific blow occurring in the auto manufacturing industry. For example, when the NUMMI Regional Plant closed in 2010, the economic impact was felt throughout the region. The last automobile manufacturing plant this side of the Mississippi, its closure impacted 4,700 permanent, high-wage workers, 47 parts suppliers and more than 1,000 other suppliers in 35 California counties, and an aggregate of 18,800 jobs and over \$1.4 billion in annual wages.

Both despite and because of this profound economic upheaval, East Bay leaders in economic development, education, and workforce development emerged from the crisis with a sense of shared purpose. They began aligning their efforts with greater intentionality, with the goal of maximizing the region's competitive strengths to, in the short term, revitalize the region's economy, and in the longer term, support ongoing business and job growth. In October 2011, the East Bay Economic Development Alliance (East Bay EDA) in partnership with the Alameda Workforce Development Board, East Bay Community Foundation, Oakland Workforce Development Board, and the Workforce Development Board of Contra Costa County commissioned a regional economic analysis titled [\*Building on our Assets: Economic Development and Job Creation in the East Bay.\*](#)

As described in *Building on Our Assets*, regional strengths include:

- A highly diversified labor force
- World-class research and development institutions
- Growing innovation industries
- A central location and extensive physical infrastructure
- A wide variety of communities providing diverse housing options

Leveraging and amplifying these strengths has characterized the work in each of the four local workforce areas in the East Bay, as well as their discrete collaborative efforts and the projects and initiatives they collectively pursue with industry, economic development, education, and community partners. Through this broader lens, they have committed to ensuring that all job seekers, regardless of whether they are served through **EASTBAYWorks**, have access to the information, programs of study, and certifications that will enable them to meet their economic and career goals.

By 2012, the East Bay region had not only rebounded from the Great Recession but reemerged as a formidable economic force. Nevertheless, the partners recognized that although the crisis was over in the broader sense, businesses were still struggling to find the talent they require to grow and flourish,

and there remained many thousands of residents who require a wide range of workforce services to become a part of the East Bay’s thriving economy. They again turned to the East Bay EDA to commission the [Special Report on the East Bay Workforce](#). A companion to the 2013 Annual East Bay Economic Outlook, this study delved “deeper into the fundamental questions driving the nexus of employment, education and the economic in the [post-recession] East Bay.”<sup>2</sup> This report provided the blueprint for the current generation of workforce initiatives – not the least of which was the focus on the five industries represented by the region’s sector partnerships (advanced manufacturing, biomedical manufacturing, healthcare, information and communications technologies, and transportation and logistics). The partners continue to rely on East Bay EDA’s Annual Economic Outlooks – as well as data produced by the California Economic Development Department, the California Community College’ Center of Excellence, the region’s local community college districts, other economic development partners, industry groups, sector partnerships, and through their own work with employers and job seekers – to shape strategies that address the immediate and longer term challenges experienced by individuals striving for economic independence and by businesses seeking the talent required for them to compete.

**ii. Current Regional Demographics**

The East Bay Region’s age demographics are consistent with the nation’s. The current workforce comprises nearly two-thirds of the region’s population. 43 percent of those individuals are between 25-54 years old, representing over a million people who may require training or retraining before they reach retirement. Over a fifth of the region’s population is under 18, and another tenth are 18-24 - combined, a third of the population represents the emerging workforce.

Table #1: Regional Population by Age<sup>3</sup>

Age	Population	Percent Share of Total Population
Under 18	602,270	22.9%
18 to 24 Years	242,189	9.2%
25 to 54 Years	1,145,079	43.4%
55 to 64 Years	322,392	12.2%
65 Years and Older	328,610	12.5%
Total	2,640,540	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates

The region has experienced growth in median income earnings in recent year, signaling growing economic prosperity for its inhabitants. The median annual household income for the East Bay Region is \$76,787, which is \$14,969 higher than the 2015 California median household income of \$61,818<sup>4</sup>. Alameda and Contra Costa County both have higher median household incomes than the state. Contra Costa County has the highest median annual household income in the region of \$79,799, which is \$6,024 higher than Alameda County’s median annual household income of \$73,775.

Table #2: Regional and County Median Household Income<sup>5</sup>

<sup>2</sup> [http://eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report\\_Workforce\\_May\\_2013.pdf](http://eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report_Workforce_May_2013.pdf), page 1  
<sup>3</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 5  
<sup>4</sup> <http://www.census.gov/quickfacts/table/PST045215/06>  
<sup>5</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 5

Median Household Income by County	Median Household Income
Alameda	\$73,775
Contra Costa	\$79,799
Median Household Income by Region	Median Household Income
East Bay	\$76,787

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

East Bay has a lower percentage of its population living below the poverty level than the rest of the state; however, median incomes are just about at the self-sufficiency levels for a family of 4 living in the region. In 2014, 16.4 percent of Californians were earning less than \$24,000 (the federal poverty level) compared with 12 percent in the East Bay region. (See Table # 3.) However, a very different story emerges when wages are compared to the self-sufficiency standard for a family of four calculated by the [United Way of the Bay Area](#) in 2015. In Alameda County, the self-sufficiency income is \$72,820 and in Contra Costa it is \$71,711. In both counties, nearly half the households have incomes below the self-sufficiency standard. United Way’s analysis further explored the characteristics of individuals who were living below the standard, and found – not surprisingly – that they are likely to lack a post-secondary credential.

Table #3: Regional Population by Poverty Status<sup>6</sup>

Poverty Status	Population	Percentage
Income in the Past 12 Months Below Poverty Level	311,362	12.0%
Income in the Past 12 at or Above Poverty Level	2,291,779	88.0%
Total	2,603,141	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

### iii. The Economy

Growth in industry sectors and the overall economy is key indicator showing recovery from the financial crisis of 2007 and 2008. Trade, Healthcare, Manufacturing, and Construction have seen slow but steady growth. The total employment in all industries in the East Bay Region in May 2016 (preliminarily) was 1,121,900 individuals, rising by 11.2 percent (113,400 jobs) since May 2012. This strong job growth bodes well for the region and its workforce, as high-wage industries are the primary drivers. The top growth industries sectors by employment as of May 2016 in the East Bay Region are:

- Trade, Transportation and Utilities, employing 201,700 individuals, 12.9% growth since May 2012;
- Educational and Health Services, employing 185,600 individuals, 12.6% growth since May 2012;
- Professional and Business Services, employing 183,300 individuals, 11.1% growth since May 2012;
- Manufacturing, employing 87,000 individuals, 8.8% growth since May 2012; and,
- Construction, employing 66,700 individuals, 31% growth since May 2012.

Currently, the Workforce Boards are actively collaborating in five industry sectors to support the growth of jobs in those industries; align education and training to meet growing demand; and connect untapped labor markets, young people, and the under-employed to these emerging career opportunities. These

<sup>6</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 6

sectors are advanced manufacturing, healthcare, transportation and logistics, information and communications technology, and biomedical/biotechnology.

### Occupations

The top middle-skill, middle (or higher) wage occupations in the region are projected to add significant job growth, strengthen the economy, and bring more individuals in the region to satisfying careers and economic security. The top 5 in-demand occupations in the East Bay region are:

- Registered Nurses: 8,571 projected job openings through 2022, with a 2016 median wage of \$130,271
- Heavy and Tractor Trailer Truck Drivers: 2,234 projected job openings through 2022, with a 2016 median wage of \$46,012
- Licensed Practical and Licensed Vocational Nurses: 1,923 projected job openings through 2022, with a 2016 median wage of \$59,751
- Computer User Support Specialists, 1,673 projected job openings through 2022, with a 2016 median wage of \$62,307
- Medical Assistants. 1,537 projected job openings through 2022, with a 2016 median wage of \$44,584

These jobs are all reflected in one of the five active sector initiatives in the region; additionally, a majority of the top 25 middle-skill jobs (see Table #4) fall into one of those five sectors.

Table #4: Top 25 Middle-Skill, Middle-Wage or Higher Occupations<sup>7</sup>

Top 25 Middle-Skill, Middle-Wage or Higher Occupations	Total Projected Job Openings 2012-2022	HWOL Job Ads (See source)	Median Annual Wage 2016 1st Quarter
Registered Nurses	8,571	4,147	\$130,271
Heavy and Tractor-Trailer Truck Drivers	2,324	2,212	\$46,012
Licensed Practical and Licensed Vocational Nurses	1,923	862	\$59,751
Computer User Support Specialists	1,673	1,426	\$62,307
Medical Assistants	1,537	576	\$44,548
Dental Assistants	1,040	843	\$39,614
Web Developers	746	1,607	\$76,438
First-Line Supervisors of Production and Operating Workers	676	912	\$61,863
Dental Hygienists	670	153	\$105,798
Library Technicians	668	8	\$44,258
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	640	262	\$58,139
Medical and Clinical Laboratory Technicians	568	83	\$53,052
Firefighters	499	3	\$90,852
Paralegals and Legal Assistants	493	367	\$59,376

<sup>7</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 3  
Data Note: Middle-skill occupations typically require more than a high school diploma but less than a Bachelor's degree. Middle-wage occupations make at least 80 percent of the area's median annual wage (\$48,154).

Medical Records and Health Information Technicians	478	233	\$54,859
Respiratory Therapists	455	83	\$90,096
Electrical and Electronics Engineering Technicians	410	231	\$77,304
Radiologic Technologists	373	136	\$96,837
Computer Network Support Specialists	332	22	\$78,841
Telecommunications Equipment Installers and Repairers, Except Line Installers	302	258	\$66,527
Environmental Science and Protection Technicians, Including Health	299	196	\$50,182
Chemical Technicians	295	107	\$50,471
Phlebotomists	248	65	\$42,673
Surgical Technologists	239	130	\$71,083
Diagnostic Medical Sonographers	225	73	\$118,860

Source: Employment Development Department, Labor Market Information Division; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending June 21, 2016.

#### iv. Labor Market Profile

The East Bay Region has a lower unemployment rate than the nation, and a significantly lower rate than the State of California. The East Bay labor market includes 1,372,800 individuals. As the economy strengthens, the unemployment rate continues to drop. As of December 2016, Alameda and Contra Costa Counties had a 4.0 percent and 4.1 percent unemployment rate, respectively. The nation's unemployment rate in December was 4.7 percent, and the State of California had a rate of 5.3 percent. However, there are at least 300,000 residents in the region 18-64 *not* counted in the labor force, or nearly 20 percent of the region's population. This presents a unique challenge and opportunity in a region with dropping unemployment rates and increasing demand for workers as the economy continues to grow.

In a year over year comparison – comparing May 2015 to May 2016 – the Employment Development Department (EDD) reported a slight decrease (0.3 percent) in the labor market, a small gain (0.6 percent) in the number of people employed, and a more significant (0.8 percent) drop in the unemployment rate. (Table #5.)

Table #5: Regional Labor Market Profile<sup>8</sup>

	May 2016	May 2015	Change	Percent
Labor Market	1,372,800	1,376,300	-3,500	-0.3%
Employed	1,319,600	1,311,300	8,300	0.6%
Unemployed	53,200	65,100	-11,900	-18.3%
Unemployment Rate	3.9%	4.7%	-0.8%	-

Source: Employment Development Department, Labor Market Information Division.

In 2014, 2,107,347 individuals participated in the East Bay Regional Labor Force. 59.4% or 1,252,079 individuals in the East Bay Region are currently employed or in the armed forces. 6.4% or 133,818 individuals are unemployed in the region. 34.2% or 721,450 individuals are not currently participating in the labor force in the region.

<sup>8</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 2  
Data Note: Numbers may not add due to rounding.

Table #6: Regional Labor Force Participation<sup>9</sup>

Labor Force Participation	Population	Percentage
Employed or in Armed Forces	1,252,079	59.4%
Unemployed	133,818	6.4%
Not in labor force	721,450	34.2%
Total	2,107,347	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

In 2014, nearly one-tenth (9.7 percent) of the region's population identified as living with a disability. While regional data is not available, in California the unemployment rate for individuals is 64 percent, slightly lower than the national average but nonetheless of great concern to the regional partners. Currently, they are actively collaborating with the California Department of Rehabilitation in their local areas to identify and pilot strategies to increase the employment rate among this population, and anticipate regionalizing any such strategies that are demonstrated to be effective.

Table #7: Regional Disability Status<sup>10</sup>

Disability Status	Population	Percentage
With Any Disability	255,091	9.7%
No Disability	2,367,403	90.3%
Total	2,622,494	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

The East Bay Region's population is well-educated, with nearly 45 percent of the population having acquired an Associate's degree or higher. Conversely, 55 percent, or over 1.1 million residents, have no post-secondary credential. (See Table #8s.) As unemployment rates continue to trend downward, the regional partners recognize there is both an opportunity and an imperative to enhance their focus on ensuring that residents have expanded access to training that results in post-secondary credentials. In addition to the partners' ongoing collaboration with their community colleges both locally and through the [Bay Area Community College Consortium](#), they are currently tracking emerging efforts by the Alameda and Contra Costa Workforce Boards to introduce on-line learning strategies that result in post-secondary credentials as a potential scalable regional strategy.

Table #8: Regional Educational Attainment<sup>11</sup>

Educational Attainment	Male	Percentage	Female	Percentage
Less than 9th grade	57,813	5.9%	65,613	6.2%
9th to 12th grade, no diploma	67,222	6.8%	61,244	5.8%
High school graduate (includes equivalency)	202,126	20.6%	200,405	19.0%
Some college, no degree	226,483	23.0%	247,244	23.4%
Associate's degree	61,674	6.3%	81,145	7.7%
Bachelor's degree	220,838	22.5%	254,296	24.1%
Graduate or professional degree	147,334	15.0%	144,833	13.7%
Total	983,490	100.0%	1,054,780	100.0%

<sup>9</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 7

<sup>10</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 7

<sup>11</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 7

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

#### **v. Skills & Knowledge**

*Regional workforce development efforts are intelligence-driven, starting with data available from the state and federal government and validating and refining that data through intensive collaboration with employers.*

The California Economic Development Department (EDD) provides regular reports on regional trends – among the most important of these for the region’s workforce system is information used to ensure training and education programs result in the basic and technical competencies employers required. This information also provides a foundation for the discourse with the region’s employers, resulting in further refinement of programs to facilitate the best possible alignment between the skills of job seekers and the needs of employers.

In an analysis of the skill requirements for top 25 middle-skill, middle wage jobs in the region, EDD, using the US Department of Labor’s Occupational Information Network (O\*NET) found that each one requires active listening, critical thinking and reading comprehension. Nearly all of them require active learning, coordination, monitoring, speaking and writing. The top 5 in-demand occupations in the region (Registered Nurses, Heavy and Tractor Trailer Truck Drivers, Licensed Practical and Licensed Vocational Nurses, Computer User Support Specialists, and Medical Assistants) all share four skills: operation monitoring, speaking, critical thinking, and active listening. Four out of five of these occupations also share these skills: complex problem solving, coordination, and service orientation.<sup>12</sup>

EDD also compared O\*NET knowledge requirement data to the region’s top 25 jobs. Here, the only knowledge requirement shared by all 25 are customer & personal service and English language. The top 5 in-demand occupations also share education and training. Four out of five in-demand occupations (excluding Medical Assistance) require knowledge in mathematics, and four out of five (excluding Heavy and Tractor Truck Drivers) require knowledge in clerical work. Other knowledge widely valued across the top jobs include administration & management and computers & electronics.<sup>13</sup>

These data are an important starting place in the collaboration with employers. The collaborative efforts in each individual area and through the regional sector partnerships, is central to the East Bay Region’s strategy to ensure businesses have access to the rightly skilled workers they require to flourish. Additionally, the individuals acquire the education, training, and certifications necessary to attain both their career and income aspirations.

#### **vi. Other Workforce Development Activities**

The East Bay region has a wealth of education and training providers, including 38 school districts, five community college districts, 12 community colleges, and a broad range of community based organizations providing adult education and occupational skills training. The [East Bay Works web site](#) provides a portal to the region’s workforce development activities.

<sup>12</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf>, page 10

<sup>13</sup> <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf>, page 11

### **a. Regional System Strengths**

The East Bay regional partners have a long standing shared commitment to collaboration; one that predates any legislative requirement. Among the region's strengths is its **EASTBAYWorks**, which connects 14 America's Job Centers (AJCs) for both employer and job seeker customers and facilitates collaboration between the region's workforce system and key partners in industry, education, and economic development. This collaborative has accelerated the implementation of sector and career pathway strategies within the AJCs; aligned training and development efforts for direct service staff; and facilitated the continuous evolution of the system as labor market dynamics and employer needs have shifted. Other regional workforce development efforts include, but are not limited to, the Strong Workforce Program led by the Bay Area Community College Consortium and the sector-driven partnerships in advanced manufacturing, healthcare, transportation and logistics, information and communications technology, and biomedical/biotechnology. Additionally, California's [Adult Education Block Grant](#) supports four consortia of adult education providers in the East Bay Region: the [Contra Costa Adult Education Consortium](#), the [Northern Alameda Consortium for Adult Education](#), the [Chabot-Las Positas/Mid-Alameda County Consortium](#), and the [Southern Alameda County Consortium](#). Collectively, these consortia are working to ensure all adult education students acquire the knowledge required to make a successful transition to post-secondary education, credential programs, and/or the workforce.

### **b. Regional System Opportunities for Continuous Improvement**

The East Bay regional partners are committed to continuous improvement of outcomes for their customers. They have identified three shared priorities – common operational practices, strategic service alignment, and enhanced regional tracking – that they are organizing to pursue in 2017. Local efforts that have the potential for regional scaling include pilots that explore how human-centered design strategies can enhance the way services are delivered. In addition to the efforts noted above to enhance employment outcomes for individuals with disabilities and to increase the educational attainment rates for the 1.1 million residents who currently lack a post-secondary credential, the region recognizes the need to provide a broader range of services to others who have persistent barriers to employment, including the re-entry population, as well as to develop new strategies so the system can best serve Gig Economy (1099) employees. Finally, the region recognizes an opportunity to expand professional development activities beyond **EASTBAYWorks** staff to its community-based and other service delivery partners.

## C. Regional Sector and Career Pathway Strategies

In 2013, the East Bay Economic Development Alliance, in partnership with Alameda County Workforce Investment Board, Contra Costa Community College District, Peralta Community College District, Oakland Workforce Development Board, Richmond Workforce Development Board, and the Workforce Development Board of Contra Costa County, a [Special Report on the East Bay Workforce](#). This study, a follow up to 2011's *Building on Our Assets*, looked at the workforce in the context of East Bay's post-recession economic recovery. The goal of the report was to help the boards and their community college partners "understand and adapt to these [economic] shifts and to be better connected with regional employers to ensure a dynamic, adaptive, workforce system that ensures the competitiveness of workers and employers alike."<sup>14</sup>

This research and analysis served as the foundation for the current generation of regional sector and career pathway initiatives, augmented by intelligence gathered directly from employer partners and bolstered by the ongoing data that is generated by the partner boards, the State of California, and through myriad collaborative efforts that support strengthening the East Bay region's workforce and economic prosperity.

### i. Regional Sector Partnerships

Among the legacies of the *Special Report* are the five (5) regional sector initiatives currently operating in East Bay focusing on: advanced manufacturing, healthcare, information communications technology, transportation and logistics, and biomedical manufacturing. This sector-focused work provides the framework to:

- Actively engage employers in defining the workforce education and training required to support growth in their respective industries;
- Create workforce initiatives that align to business needs, and assess their impact in full partnership with industry employers, as well as education and training partners;
- Develop tools and resources that support education, training, and social service providers, as well as **EASTBAYWorks** staff, in helping their customers navigate the region's complex labor market; and
- Provide a foundation to leverage public and private resources to impact the region's economic future.

Each partnership has its own identity, rather than existing as a project or initiative of a larger organization. Another important characteristic of each partnership is the individual selected to staff and guide it – and in each case, that person has credibility in the sector, a network of strong relationships essential to effectively carry out the work, a commitment to working collaboratively, and a passion for the mission of their partnership.

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<sup>14</sup> [http://eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report\\_Workforce\\_May\\_2013.pdf](http://eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report_Workforce_May_2013.pdf), About this Report



[ebamp.org](http://ebamp.org)



[biomedmfg.org](http://biomedmfg.org)



[ebtlp.org](http://ebtlp.org)

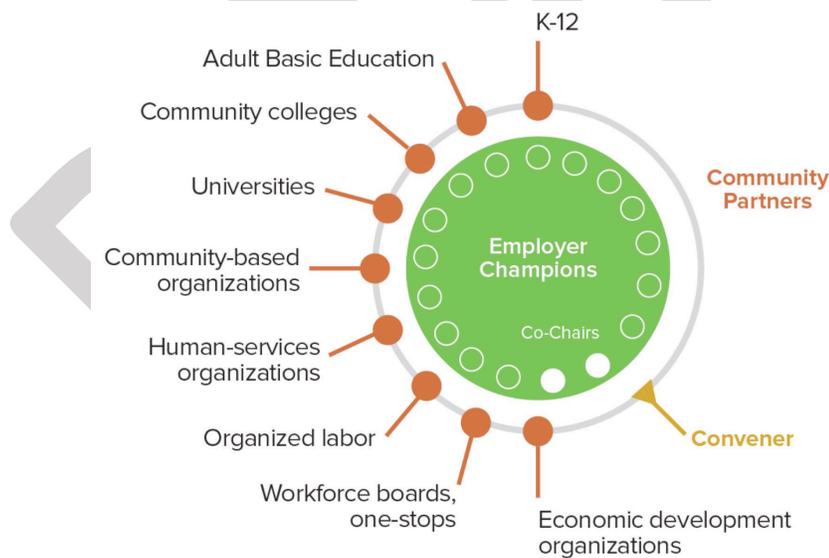


[eastbayitc.org](http://eastbayitc.org)



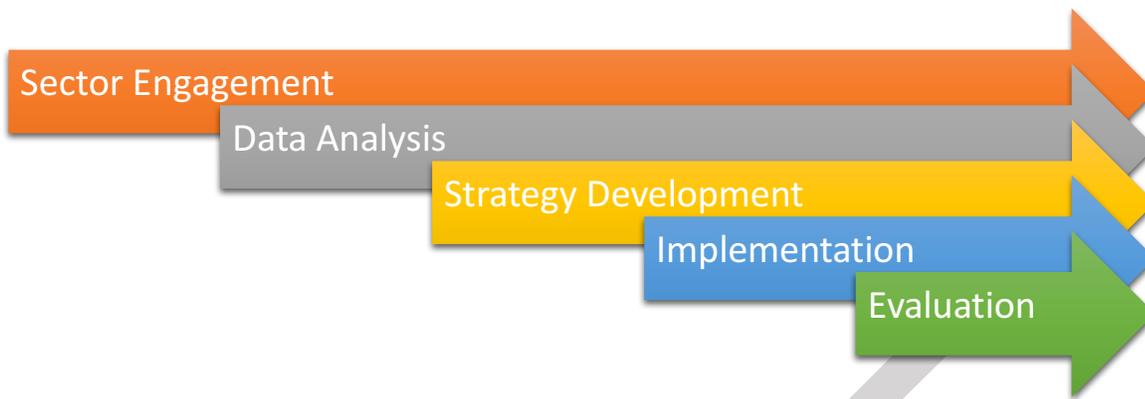
[ebhwp.org](http://ebhwp.org)

Each sector partnership has evolved on its own unique trajectory, evolving based on the needs and priorities of the employers that drive it. This evolution is assured by the [Collaborative Economics](#) model the region has embraced to launch and support partnerships with clusters of companies at their center.



*Collaborative Economics sector convening model*

Because of their shared genesis, the partnerships are all moving forward along a common continuum:



The following tables briefly summarize the work of the individual sector partnerships in each of these phases.<sup>15</sup> These partnerships have all launched in the last three years, with East Bay Health Workforce Partnership and the Information and Communications Technologies Partnership launched in 2016. Of note, the Biomedical Manufacturing Network is somewhat unique in that it focuses on providing business assistance and technology transfer in addition to workforce development; the other partnerships are more directly focused on the workforce issues experienced by their industry partners. Additionally, each partnership is connected to a college-based sector navigator, supported by the California Community College's [Doing What Matters for the Jobs and the Economy Initiative](#).

<sup>15</sup> These synopses do not do justice to the full scope of work being carried out by each of these partnerships. For a more complete picture, please visit their respective websites.

Table #1 – Sector Engagement

Partnership	Summary
East Bay Advanced Manufacturing Partnership	The East Bay Advanced Manufacturing Partnership (EBAMP) convenes manufacturing leaders who are committed to leveraging advanced skills, technologies, and creativity to ensure continuing competitiveness and growth for East Bay manufacturing. As of December 2016, there were 722 individual members – a 20 percent increase over December 2015. The partnership credits its growth to the <a href="#">Make it! Move it! Summit</a> (which it hosted in collaboration with the EBTLP – see below), greater visibility overall over the past year, their commitment to employer driven sector partnerships, and to being able to understand the employer context and employer history within an industry and build stronger more valuable relationships.
East Bay Health Workforce Partnership	The East Bay Health Workforce Partnership (EBHWP) works with regional employers, and community and education leaders to meet the workforce needs of employers, expand opportunity for residents, and strengthen the regional economy. The EBHWP’s core are the 14 major healthcare employers in the region, and is beginning to work with specialized providers in the region to ensure there is a qualified workforce available to ensure quality care in all aspects of the health continuum.
East Bay Information Communication Technology Partnership	The East Bay Information Communication Technology partnership (EBICTP) is comprised of regional businesses leaders and community partners working together to increase economic growth and prosperity in the East Bay region. This partnership is the newest of the five and was officially launched in January 2016. The industry is both complex and diverse, requiring an intentional engagement strategy. Currently, there are 19 employer partners, all of whom represent companies that (1) dominate their respective field and (2) are committed to acting as civic entrepreneurs and industry champions for the partnership and its initiatives.
East Bay Transportation and Logistics Partnership	The East Bay Transportation and Logistics Partnership (EBTLP) mission is serve as platform for companies involved in transportation and logistics to jointly set priorities, and work together public-sector partners to take action to address regional workforce needs in the industry. The EBLTP “envisions the East Bay of the San Francisco Bay Region as part of a globally competitive manufacturing and distribution center that is supported by a talented workforce, world-class infrastructure, and public policies that support efficient goods movement.” The EBLTP’s vision and mission allows the partnership attract and engage top industry employers and serves as basis for engagement in roundtable discussions to identify industry priorities and collaborate to reach solutions. The EBTLP is currently comprised of 100 transportation and logistics companies, and about 80 organizations committed to the EBTLP mission.
Biomedical Manufacturing Network	The Biomedical Manufacturing Network (BMN) is convened by a partnership of regional entities focused on building a biomedical manufacturing network for business assistance, technology transfer, education and training, and economic development. The BMN is unique among the five current partnerships in that it provides direct business services to its partner companies. Of the over 700 such biomedical companies in the region, the BMN has collected information on all of the companies and has provided some level of services to over 200 of these companies. An important activity for the BMN is hosting “meet ups” to bring the sector together. These events have been highly successful in enabling connections between companies, employees, and the public sector.

## The Power of Partners

Founded in 2016, the East Bay Information and Communication Technologies Partnership has engaged with leading business and community partners to create a comprehensive workforce strategy for this complex sector. As of January 2017, there are 50 active members in the partnership.

### East Bay ICT Partnership Business Champions

#### Energy/Utilities

Chevron



#### Bank/Finance

Wells Fargo

#### Retail

Cost Plus World Market.



#### Government

Alameda County ITD,  
Laurence Livermore  
Labs,

#### Tech

Navis, Pandora, Pivotal Labs,  
Popsugar, Workday, SparcIT



#### Health Care

Kaiser Permanente, OnLok,  
CCCounty Health Services,

#### Staffing/Consulting

Decitech, TEKSystems, Proactive  
Business Solutions, Intivix, Robert  
Half Technology



Confirmed Partners (19)

### East Bay ICT Partnership Community Partners

#### Education

Contra Costa, Peralta  
(Alameda, Berkeley, Laney,  
Merritt), ICT Sector  
Navigator, Contra Costa  
High Schools,



#### CBOs

The Stride Center, Hack the Hood, Urban  
Strategies Council, Opportunity Junction,  
The Hidden Genius Project, East Bay  
College Fund, CTN Bay Area, Tech  
Exchange, OCCUR, East Bay Broadband  
Consortium, NPower

#### Workforce Boards

Contra Costa, Alameda,  
Richmond, Oakland



#### Industry Groups

East Bay EDA, East Bay Leadership  
Council, Oakland Chamber of  
Commerce

#### Other

California Emerging Technology  
Fund, Tech Equity Collaborative,  
East Bay Community Foundation,  
Kapoor Center, K12-Nest, United Way  
Bay Area, SF Bay Center of  
Excellence, Collaborative Economics



Table #2 – Data Analysis

Partnership	Summary
East Bay Advanced Manufacturing Partnership	<p>The EBAMP has published three studies about advanced manufacturing in the East Bay region, which guide current strategy:</p> <ul style="list-style-type: none"> <li>• <a href="#">Made in the East Bay: A Study of Advanced Manufacturing in Alameda County</a></li> <li>• <a href="#">Advancing Manufacturing in Contra Costa County, 2013</a></li> <li>• <a href="#">Job Opportunities in Advanced Manufacturing, Contra Costa County, 2013</a></li> </ul>
East Bay Health Workforce Partnership	<p>EBHWP, launched in 2016, consulted two primary reports in shaping its work:</p> <ul style="list-style-type: none"> <li>• East Bay EDA 2016 Health Care Patterns and Project in the East Bay, which can be accessed at <a href="https://www.ebhwp.org/research">https://www.ebhwp.org/research</a></li> <li>• <a href="#">California Hospital Association: Roadmap for Creating a Healthcare Work-Based Learning Program Report</a></li> </ul> <p>This foundational information was further refined through surveys and interviews with the 14 core members of the partnership. Three groups of employees were identified as being the most in-demand positions in the industry: Primary Care Physicians, Mental Health Workers and Medical Assistants and Community Health Workers. This work is captured in <a href="#">The East Bay Health Workforce and Diversity Needs; Summary of Employer Interviews</a>, produced in late 2016.</p>
East Bay Information Communication Technology Partnership	<p>To best understand the diverse nature of sectors that fall under the ICT umbrella, the EBICTP has collaborated with the <a href="#">California Community Colleges Economic and Workforce Development Center of Excellence</a> based at San Francisco City College to access <a href="#">Burning Glass</a> data. This labor market information is then validated and enhanced by partnership member companies to inform strategy.</p>
East Bay Transportation and Logistics Partnership	<p>In 2015, EBTLTP published <a href="#">Keeping East Bay Moving: A Study of Transportation and Logistics Sector</a>. This report scoped the full impact of the industry on the region (144,000 jobs, representing about 12 percent of the regional economy), and included a comprehensive set of workforce strategies to be pursued by the partnership. In addition, the EBTLTP collects qualitative anecdotal employer feedback on an ongoing basis through surveys, interviews, and individual check-in calls with employers.</p>
Biomedical Manufacturing Network	<p>In 2014, the BMN and the BayBio and Biocom Institutes published <a href="#">Talent Integration: California Workforce Trends in the Life Science Industry</a> to guide workforce activities in the sector. BMN, in its work directly with companies, regularly translates workforce information into actionable intelligence, and collaborates with the region’s workforce boards and educational institutions to develop appropriate interventions to address the specific workforce needs of East Bay employers.</p>

Table #3– Strategy Development

Partnership	Summary
East Bay Advanced Manufacturing Partnership	EBAMP has three goals: growing and sustaining the partnership, enriching the applicant pool, and improving long-term sector growth. As outlined above, the partnership ended 2016 with 722 members, as well as a sustainability plan. To enrich the applicant pool, EBAMP has worked with a range of providers (including those serving Veterans) to enhance recruitment, training, internship and apprenticeship programs, as well as supported the development of new training programs endorsed by partnership companies. EBAMP was also instrumental in launching the second <a href="#">Dream It. Do It.</a> chapter in California, which exposes young people to careers in the industry. Additionally, with the EBITCP, EBAMP co-produced Make It & Move It: East Bay Manufacturing and Logistics Summit.
East Bay Health Workforce Partnership	The EBHWP was established in 2016, and has recently identified three in-demand career pathways: primary care physician, medical assistants and community health workers, and mental health workers. Work groups have been organized to address each of these pathways; the groups focused on the first two began work in late 2016 and the group focused on mental health workers will commence in early 2017. These work groups will develop strategies to begin ameliorating challenges the industry is experiencing in finding and retaining rightly skilled talent in these three areas.
East Bay Information Communication Technology Partnership	The EBICTP was launched in 2016, in its inaugural year had focused on raising awareness and creating a foundation for employer-led action teams to guide the development of strategies. While specific strategies are still under development, the EBITCP has begun more general work to document career pathways, with a specific focus on connecting disadvantaged populations and youth to the industry and supporting these efforts through collaboration with the <b>EASTBAYWorks</b> , community based organizations, community colleges, and other institutions/organizations that serve job seekers who might not traditionally be exposed to the career opportunities in the ICT sector.
East Bay Transportation and Logistics Partnership	The EBTLTP leverages two business-led Action Team to develop strategies involving advancing infrastructure and talent priorities in industry. The Infrastructure and Public Policy Team works with policymakers to exercise leadership in making the East Bay and surrounding mega-region a globally competitive hub of manufacturing and distribution, supported with necessary land, road, rail and water freight corridors. This goal is supported by the Partnership’s co-production (with EBAMP) if the Make It! Move It! Summit. The Talent Team focuses on growing the sector’s workforce, with increasing awareness of the career pathways into and up through the industry. The Talent Team is currently developing a logistics career awareness program for young adults (ages 16-24) in the Oakland Unified School District, and anticipates having the program in place by June 30, 2017.
Biomedical Manufacturing Network	BMN has a multi-pronged approach to strengthening the industry in the East Bay. Related to education and training, in January 2017 the Partnership compiled the top 10 skills for entry-level biomedical engineers, which came out of over 100 interviews with managers throughout 2016. This insight is being shared with workforce and education partners, with the long-term goal of ensuring all programs that are feeders into the industry include these critical competencies.

Table #4 - Implementation

Partnership	Summary
East Bay Advanced Manufacturing Partnership	In 2017, EBAMP will build on its strong foundation to successfully implement Dream It. Do It. (DIDI) To date, nearly a dozen companies have committed to serving as <a href="#">DIDI Ambassadors</a> to inspire young people to pursue careers in the industry. Another priority, based on it work to date, is to build closer collaborations with other organizations that are committed to the industry in ways that are complementary to EBAMP's.
East Bay Health Workforce Partnership	The EBHWP has accomplished a great deal in its first year, including: documenting priority regional workforce needs; bringing employers together to collaborative address persistent, shared workforce issues; connecting with Earn & Learn East Bay to introduce young people to the industry; holding its first “Fishbowl” event where industry employers share their workforce needs with education partners; leading an effort to streamline the on-boarding and clearance process to reduce the time it has traditionally taken from the hire date to the start date to benefit both employers and workers; and connecting to and learning from the region’s other sector partnerships and career pathways programs.
East Bay Information Communication Technology Partnership	The EBITCP launched two action teams in November 2016. The first action team is focused on building opportunities for experiential learning, and is working to create a model with clear standards for candidate incoming skills, expectations for workplace learning impact, and launching pilot programs with an eye toward scale and replication. The second action team is focused on building community awareness of ITC careers and enabling connections between job seekers and employers, and will work on identifying event-based strategies to bring together job seekers and industry employers and identifying digital platforms that connect job seekers to regional opportunities for internships and job shadowing.
East Bay Transportation and Logistics Partnership	The EBLTP’s Talent Action Team has worked with education and public agencies, including the region’s workforce boards, to embed employer-defined competencies into training curricula; connect employers to benefits, such as tax credits, that encourage them to hire disconnected populations such as ex-offenders and individuals on public assistance; and to expose young people to careers in the sector.
Biomedical Manufacturing Network	The BMN is currently partnering with California State University – East Bay to introduce women of color to the industry through internships and UC Berkley to continue its successful bio manufacturing-to-market internship program. In 2017, BMN anticipates partnering with educational institutions with biomedical engineering programs to ensure curricula develops student competencies in the 10 skill areas managers identified. (See “Data” above.)

Table #5 - Evaluation

Partnership	Summary
East Bay Advanced Manufacturing Partnership	As of this writing, EBAMP is considering five goals (stated as “desired states”) with a range of evaluative measures – for example, “manufactures are hiring enough qualified candidates for open positions” would be measured by utilization of training funds, positions filled compared to openings, and Veterans hired. Similar metrics are proposed for the other four strategies. Additionally, the annual Make It! Move It! Summit is designed to, in part, gather qualitative feedback about the collective impact of both EBAMP and EBITC-inspired or led initiatives.
East Bay Health Workforce Partnership	The EBHWP has the benefit of a concentrated group of employers providing most of the healthcare jobs in the region, and has thus far found that employer feedback through interviews, surveys, and meetings to be an effective strategy to collect evaluative information. As the Partnership begins to shape and implement strategies, it anticipates it will use more formal methods to collect qualitative and quantitative data to assess impact, and to guide continuous improvement.
East Bay Information Communication Technology Partnership	EBICTP anticipates developing a formal evaluation strategy in 2017, and expects it will include assessment of the impact of its work on employers’ talent pipelines, as well as how effective it has been in connecting disadvantaged populations – and particularly opportunity youth – to careers in the industry.
East Bay Transportation and Logistics Partnership	The EBTLTP currently assesses its own effectiveness through qualitative anecdotal employer feedback through surveys, interviews, and individual check-in calls with Partnership members. As it implements new strategies, such as the Talent Team’s career awareness program slated to be implemented by June 30, 2017, it will begin gathering more quantitative data. Additionally, the annual Make It! Move It! Summit is designed to, in part, gather qualitative feedback about the collective impact of both EBAMP and EBITC-inspired or led initiatives.
Biomedical Manufacturing Network	The Biomedical Manufacturing Network (BMN) evaluates its work at the company and partnership levels. At the company level, BMN assesses: funding the Network has helped the company raise (or funding the company raised because of BMN assistance); employment growth as a result of BMN assistance; and revenue growth as a result of BMN assistance. In the aggregate, BMN assesses overall job growth among the businesses it has assisted; the number of introductions to capitol investors; and the number of connections it has facilitated between biomedical manufacturing companies and potential customers.

**ii. Regional Career Pathways Strategy**

In addition to the sector partnerships, the East Bay Region is home to another signature model: Earn & Learn East Bay (E&LEB).

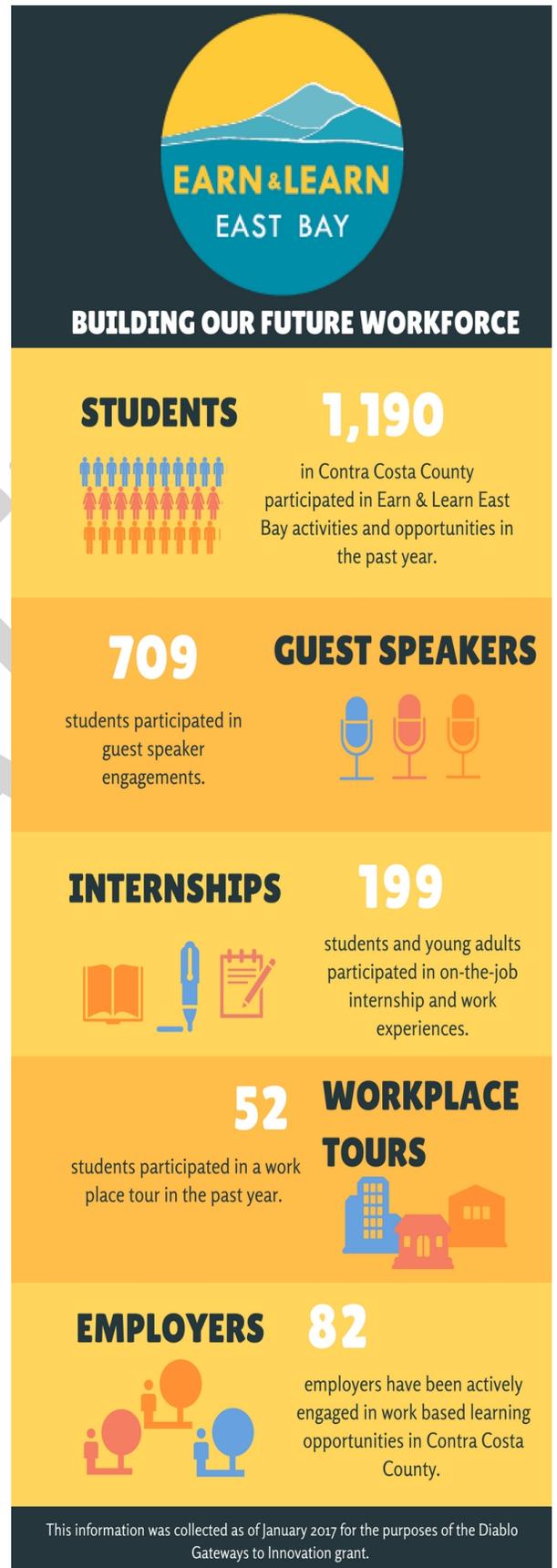
E&LEB is a brand that serves as an umbrella to organize and maximize the impact of the region’s work-based learning activities; the overall purpose of these programs is to align education and industry in support of economic mobility strategies for youth and young adults. It takes collaboration to a new level,

creating alignment between eight workforce and economic development initiatives, ten school districts, and a university. Under the auspices of E&LEB, a regional work-based learning system is being implemented among all twenty-five partners through three key strategies.

1. Integration of multiple youth-focused programs across multiple partners and process.
2. Marrying extensive work already accomplished in talent pipelines with new career pathways initiatives designed to minimize redundancy and maximize effectiveness.
3. Organizing workforce resources to increase the number of meaningful work-based learning opportunities with the region's employers, who previously had no single point of contact with the system to engage in youth-focused initiatives.

The development of the Earn & Learn East Bay (ELEB) model was spearheaded by the Workforce Development Board of Contra Costa County, which acts as the employer-facing intermediary for the Diablo Gateways to Innovation Consortium, funded by the Career Pathways Trust (CPT) and further described below. Earn & Learn East Bay started as the name of an event, designed to engage employers in providing work-based learning experiences for youth. Over time, the ELEB brand became synonymous with employer-based opportunities for youth in the region, and a way to braid together several youth-focused funding streams to provide multiple engagement points for employers and access points for young people. Under the DGI, a group of 40 connectors was created to implement consistent standards of practice, and organize resources at their respective institutions (primarily school districts, college, and community organizations) to scale the program. This groundbreaking work enabled more seamless implementation of other CPT grants in the region, and ultimately to a set of shared definitions, standards of practice, and indicators of success. Now a region-wide effort, the basic employer and youth-facing infrastructure is being implemented under two additional CPT grants – the East Bay Career Pathways Consortium and R4 – as well as supported by other significant investments.

- The [Diablo Gateways to Innovation Consortium](#) is focused on implementing a regional approach to Career and Technical Education (CTE) that benefits students and employers, as well as expanding and



strengthening partnerships among K-12, community colleges, workforce boards, and employers in support of career pathways. The consortium is comprised of 10 school districts across three counties, CSU East Bay, and Alameda and Contra Costa Offices of Education. The goal of the work is to strengthen career pathways into the advanced manufacturing, information and communication technology, and health and bioscience industries. *The Contra Costa Workforce Development Board is the employer-facing intermediary for this work.*

- The [East Bay Career Pathways Consortium](#) (EBCPC) is focused on reshaping the East Bay K-14 educational system around four career pathways: information communications technology and digital media, health and biosciences, advanced manufacturing and engineering, and public services and law. Partners include 11 school districts, six community colleges, two regional occupational programs, the Alameda County Office of Education, business partners, and the region's four workforce boards. The EBCPT supports interlocking regional communities of practice that build and strengthen career pathways; develop sequences of work-based learning experiences and engage a larger number of employer partners; and foster more seamless transitions from K-12 to college and from college to work. This project is managed by the Peralta Community College District, and *the Oakland board is the employer-facing intermediary for this work.*
- The EBCPC has expanded its work with a second grant – [R4](#) (also sometimes referred to as CPT2) – designed to link court-involved youth, as well as attending community and alternative schools, to the career pathways developed by the East Bay Regional Consortium. The focus of the R4 Consortium is to create an aligned system so that every youth in Alameda County has multiple entry points into career pathways. The R4 Consortium supports [Project Pathways](#). Project Pathways mission is to build accessible, engaging, accelerated Career and College Pathways that are aligned with regional employments needs to ensure the success of all members of the R4 community. The Alameda County Office of Education is the fiscal lead for R4, which is led by an Executive Operating Board that includes representatives from secondary education, post-secondary education, probation, social services, community based organizations, industry, and the EBCPC, as well as the workforce development boards. *Contra Costa is providing the technical assistance and support for this project.*

Earn & Learn East Bay has served as a catalyst for collaboration, to the benefit of the region's youth, employers, educators, and providers:

- With the three CPT grants, the staff teams are actively partnering and learning from one another, sharing and implementing the highest-impact strategies.
- This aligned regional strategy has significantly reduced the complexity for regional sector partnerships interested in engaging in youth-focused programming; for example, ELEB has received funding from employers and business organizations to manage internships in the advanced manufacturing sector, in collaboration with the EBAMP.
- Career pathways that have been mapped by industry through the sector partnerships are informing the ELEB work, and vice versa.
- The employers involved in sector partnerships can seamlessly engage with ELEB to provide work-based learning experiences, and employers involved in ELEB can be referred to the appropriate sector partnership should they be interested in deepening their contributions to the region's economic growth.
- The Bay Area Community College Consortium has pledged to help sustain and grow ELEB by aligning its Strong Workforce work with the ELEB model.

The success of the five regional sector partnerships and Earn & Learn East Bay are possible because of the region's workforce boards' deep commitment to working together, leveraging resources, and sharing and scaling practices that maximize the workforce system's impact on the growth and prosperity of the East Bay Region, its residents, and its businesses.

### ***Leveraged Investments***

There are several programs that have been brought into the E&LEB model, enhancing the benefit to employers and the outcomes for young people. Below are two examples.

**Phillips 66:** Thanks to a generous donation from the company's refinery in Rodeo (Contra Costa County), 20 local teens annually participate in E&LEB, gaining work-based learning experience as interns with East Bay's Regional Parks and Municipal Utility Districts, and public libraries.

**Oakland Housing Authority:** Each year, OHA grants the Oakland Workforce Development Board \$450,000 to provide over 250 OHA residents ages 16-21 with a blend of E&LEB-informed services, including work-based learning experiences and wrap-around pre-employment and workplace skills training.

### ***Earn & Learn East Bay & Salesforce***

To support the E&LEB campaign, a Customer Relationship Management (CRM) has been developed using the Salesforce platform to better engage and track employer involvement. The goals are to move toward having a single point of contact for employers; improve the distribution of work-based learning opportunities among schools, colleges and community organizations and provide more precise data on activities and outcomes.

## D. Industry-Valued Post-Secondary Credential Attainment

In the East Bay Region, 55 percent of residents have not yet acquired a post-secondary credential, which hinders their economic mobility and restricts the supply of rightly skilled workers necessary for industries to grow. The partners recognize significantly increasing the percentage of older youth and adults with such a credential is at the core of any systemic workforce solution, and are pursuing the achievement of this goal on several fronts.

- **Employer-defined competencies.** As described elsewhere in this report, industry is leading region-wide work in five leading sectors: advanced manufacturing, healthcare, information and communications technologies, transportation and logistics, and biomedical. These efforts all involve the identification of the core competencies required by those industries, starting with the jobs where there is the most acute demand. Additionally, these partnerships all work with a community college-based Deputy Sector Navigator who is explicitly charged to ensure those core competencies are embedded in career and technical education and degree-granting programs.

Labor market information suggested an unmet demand for medical assistant training, with over 1,300 job openings with an average hourly wage of nearly \$30/hour. **Jewish Vocational Services** validated this data with **John Muir Health** and partnered with the Contra Costa Workforce Development Board to deliver training customized to John Muir Health's specific needs. Slots in this program were made available to the other workforce boards in the region.

The nine-week program is followed by a four-month paid internship at John Muir Health. Graduates are employed an average of 38.4 hours a week, and earning an average starting wage of \$20.60/hour. The project is started its fourth cycle in January 2017.
- **Employer-validated competencies.** There are several other regional efforts underway, including the Career Pathway Trust projects and Strong Workforce, that have identified occupations and job clusters through data analysis that are not connected to – or current priorities of – the sector partnerships. For example, the East Bay Career Pathways Consortium is focusing on public service and law among its occupational clusters, which is in demand but falls outside the five sector partnerships. The Strong Workforce Regional Joint Ventures Partnership identifies pockets of unmet need and brings together workforce and education partners with industry experts to address those needs in real time. In these cases, employers are convened specifically to validate the competencies suggested by the data.
- **Informed Choice.** Much has been documented regarding the flow of information among employers, workforce development, education partners, economic development, and community organizations. However, individual choice is a fundamental principal of the workforce development system, and the partners recognize that the individual must have access to consumable and actionable labor market intelligence to make the informed choices that will enable them to acquire the right credential for them. To this end, **EASTBAYWorks** is at the nexus of the region's service delivery strategy, and the regional infrastructure established and

maintained by the four partner workforce boards is the vehicle that ensures system customers have access to the tools they need to select the appropriate pathway for them. The Alameda County Workforce Board is implementing the Industry Sector & Occupational Framework (ISOF – see graphic to the right) to support **EASTBAYWorks** staff in helping their customers select an in-demand career pathway, which has the potential to be used as a tool throughout the region.



- **Accessibility.** Education and training providers are closely connected to the sector partnerships. Their role in those partnerships is to translate employer competency requirements into program offerings that result in the attainment of the knowledge, skills and abilities employers require. In addition to offering such programs through traditional education and training providers, the partners are piloting on-line options available through national providers that result in validated industry certifications. The partners also recognize that residents will acquire knowledge, skills, and abilities through a range of programs and experiences. For example, through Earn & Learn East Bay thousands of young people are engaged in work-based learning. There is strong regional interest in expanding other blended learning approaches, including apprenticeships. The common thread for these and all other investments made by the regional partners is they are driven by real-time demand articulated and validated by employers.
- **Upward Mobility.** The region is fortunate to have a strong system of adult education, supported by California’s Adult Education Block Grant (AEBG). In addition to deep local partnerships among the workforce boards and their respective AEBG providers, those providers are actively engaged in the sector partnership work and the Strong Workforce initiative. These levels of engagement ensure adult education providers have the most current intelligence on the competencies valued by employers, and can embed those competencies – where appropriate – into curricula design and program delivery.
- **Stackable Credentials.** Among the major recommendations in 2013’s *Special Report on the East Bay Workforce* is the expansion of programs that can be completed incrementally. This strategy is a particularly important in high unemployment communities where it is not always reasonable to expect a job seeker to have the resources necessary to commit to the longer courses of study that may be required to attain fully self-sufficient wages in their chose field. Therefore, shorter-term programs that result in good jobs with the option to later pursue another credential or post-secondary degree provide an excellent alternative.

**Metrix Learning** is an online learning management system being piloted by both the Alameda and Contra Costa Workforce Development Boards, with an eye toward full regional implementation depending on customer utilization and employment outcomes. Metrix offers 5,000 self-paced training courses in 10 different career pathways. The system also offers several nationally recognized credentials, including Cisco, CompTIA, Microsoft Office Specialist, Microsoft Certified Technology Specialist, Oracle, Professional in Human Resources, Quick Books, and Six Sigma Black

- **Continued Relevance.** Finally, the partners appreciate the economy can change rapidly – in-demand skills this year can become outdated next year, and new competencies required for jobs we have not heard of yet could mean an unanticipated and real-time shortage of rightly skilled workers. The close consultation with employers through the industry-driven sector partnerships is the best strategy to stay ahead of the curve; however, this work will continue to be supported by thorough and regular regional data analysis.

Currently, the partners track credential attainment supported with their core workforce funds administered in each local area, as well as through any other grants they manage. However, as the work around credentialing continues to mature, modalities of delivery expand to include on-line options and employer-based programs, and investments in credential programs are increasingly leveraged through other public and private sources – attracted by the work of the sector partnerships, career pathways initiatives, the Bay Area Community College Consortium’s Strong Workforce initiative, and other local and regional efforts – the partners are aligned in their intent to explore ways they can work with their counterparts in education to begin capture regional data on credential attainment, regardless of how that credential is underwritten or delivered.

***Stackable Credentials in Action: Growing the Engineering Technology Workforce.***

Las Positas College and its partners (Lawrence Livermore National Laboratory, NASA Ames, and the Alameda County Workforce Investment Board) have developed a program in Engineering Technology specifically to meet local demand for high-skilled workers in that field. The program is designed for those who want a hands-on engineering career with a focus on mechanical technology in an applied setting, emphasizing mechanical engineering applications and developing an understanding of how engineering, technology and manufacturing principles are applied in practice. The program provides students with foundational knowledge in mathematics, critical thinking, problem solving, and engineering design, as well as skills in manufacturing, fabrication, and welding so that students can adapt to the ever-changing modern industrial workplace. Graduates of the program may assume employment as mechanical technicians, mechanical technologists, stationary engineers, or in other applied engineering fields and collaborate with scientists, engineers, designers and manufacturing professionals. Students may also choose to continue their education towards a degree in a related engineering discipline.

## E. Inclusivity, Accessibility & Job Quality

The region's approach to connecting East Bay's population with those sectors and related pathways has been shaped – and continues to evolve – based on the unique issues and challenges faced by the individuals who are part of the region's untapped labor pool. This includes those who have not had the opportunity of fully realize their potential, such as the unemployed, those who have not yet acquired marketable or industry-recognized credentials or degrees, those who are struggling economically, Veterans who would benefit from assistance to make a transition to the civilian labor market, individuals with disabilities, non-English speakers and others who have not attained literacy levels necessary for economic success, youth and others who would benefit from work experiences to make career and education decisions, ex-offenders, and other groups that have traditionally experienced challenges successfully navigating a complex and rapidly evolving labor market.

Below is a snapshot showing the scope for the challenge in the East Bay Region:

- Nearly 125,000 youth between 18-24 have less than a 9<sup>th</sup> grade education, and over a quarter million adults in the region lack a high school diploma.
- Over 150,000 individuals live in a single-parent household.
- Over 400,000 residents speak English less than “very well.”
- In Alameda County alone, over 375,000 residents have a criminal record. In Contra Costa County, there are 3,200 residents currently on probation.
- Over 3,000 youth are in foster care in the region.

Fortunately, one of the region's greatest assets is the rich tapestry of community based organizations with the commitment to and success in supporting high-need and historically disadvantaged groups to attain their career aspirations. Such groups are a key part of the sector partnerships and career pathways programs described in the previous section, and have played a leading role in both informing and developing service strategies that are an integral part of the region's approach to workforce development services. At the programmatic level, the region's community based organizations are oriented toward delivering services at the local level, which is practical for two primary reasons: (1) with few exceptions, the region's community based organizations have a geographic focus that do not encompass the full East Bay region, making it logistically impractical for clients or students living across the region to be served in a single program and (2) funding and contracting for workforce programs is the responsibility of each local area. Each of the four local areas support and/or collaborate with programs focused on the unique workforce development needs of opportunity youth (18-24), foster-care youth, youth with disabilities, ex-offenders, adults with disabilities, and Veterans. Additionally, Contra Costa closely collaborates with programs that assist migrant and seasonal farmworkers.

While the boards fund locally, there are region-wide service partners. An important example of this in the East Bay are the four SparkPoint Centers operated by the United Way Bay Area, and underwritten by several major corporations. The centers are service hubs, created in 2009 with the mission to reduce poverty and help individuals achieve financial security. These centers – located in Bay Point (Contra Costa County), Fremont (Alameda County), Oakland and Richmond, as well as in other places across the Bay Area – are critical points of contact for individuals to become connected to workforce resources, including regional sector and career pathways programs.

In addition to the local areas' partnerships with SparkPoint Centers, there are several key strategies East Bay's regional partners leverage to ensure that all in-need populations have access to the best possible service strategies, regardless of where they reside.

- **Sector Strategies.** Community-based organizations are actively engaged in individual sector partnerships. These groups are central to bringing the voice of the region's residents into the discourse about how to develop the skilled labor pool necessary to the region's growth, as well as being ideally positioned to link their clients to the credential programs that best meet their needs. In fact, the East Bay Information and Communications Technology Partnership is convened by the Executive Director of the Stride Center, a non-profit organization that aims to train and prepare low-income individuals for careers in the technology field. Further, as each sector partnership evolves, they are beginning to pursue strategies that focus on sub-groups of the population. For example, the East Bay Advanced Manufacturing Partnership has focused on development workforce development programs that specifically target veterans, and with the launch of Dream It! Do It! is expanding its core work to engage young people in manufacturing careers.
- **Earn & Learn East Bay.** Connecting young people – particularly those that are at-risk – to meaningful work experiences is a central tenet of the Career Pathways Trust-funded initiatives, as well as the other investments that fall under the umbrella of Earn & Learn East Bay. Scores of community and education partners are engaged to ensure vulnerable young people are identified – at their schools, in the community, or in placement – and connected to the right opportunity to help them get the right start along a career pathway.
- **EASTBAYWorks Network of American Job Centers.** EASTBAYWorks is the region's network of 14 American Job Centers of California, and come together regularly to share best practices, align services, and share data to ensure all job seekers have access to the programs and services that best address their individual needs and help them achieve their career aspirations. Currently, the Operations Managers from across all four local areas in the region have begun work on a shared database of programs, and will begin piloting a cross-referral strategy in 2017 to connect customers, where appropriate, to programs in other local areas within the regional network. The Centers also are the central point of service for individuals enrolled in CalWorks (California Work Opportunity and Responsibility to Kids), a statewide, county-operated program that supports intensive workforce development services for adults receiving public benefits. A benefit of this structure is that CalWorks participants can be seamlessly connected to the most appropriate career-oriented training or education program following their CalWorks participation.

- **Best Practice Replication.** All the regional partners are currently engaged at the local level in a range of efforts to address the unique workforce faced by targeted groups, including individuals with disabilities in collaboration with local Department of Rehabilitation partners. Another area where there has been a great deal of focus is on the re-entry population – as noted in the Career Pathways description, one of those grants (R4, also known as CPT2) is organized to serve that population regionally. The sidebar describes local efforts to develop and test strategies to better serve this group, with an eye toward sharing the most effective practices region-wide.

An example of locally-based programming strand that is closely connected to and aligned with regional strategies is adult education. There are four Adult Education Consortia in the East Bay Region (three in Alameda and one in Contra Costa), funded by California’s Adult Education Block Grant with the purpose of implementing regional plans for adult education. In the case of these consortia, the regions are defined differently than the region is defined for workforce development. Therefore, the partnerships are with the respective local areas, who help inform the individual consortia’s planning process using the labor market intelligence derived from regional sector and career pathway efforts. Additionally, all the consortia in East Bay are actively engaged, along with the region’s workforce board, in the Bay Area Community College Consortium’s Strong Workforce initiative.

#### ***Re-Entry Initiatives Across the East Bay***

There are several programs underway focusing on better meeting the workforce development needs of the re-entry population. [Beyond the Gates](#), supported by a US Department of Labor Linking to Employment Pre-Release (LEAP) initiative grant to the Alameda Workforce Development Board, is underwriting the development of a Career Center at Santa Rita Jail and work to integrate that center with the **EASTBAYWorks** network of centers to facilitate a seamless pre-release to post-release transition, including pre-release job counseling and support services. A US Department of Labor project in Contra Costa, which was recognized by the White House Human Centered Design Challenge, has engaged professionals representing the board, the career centers, business services, adult literacy, TANF, Vocational Rehabilitation, housing, and probation to improve access to resources for formerly incarcerated individuals. Contra Costa also recently co-sponsored The Second Chance Summit (December 8, 2016), the first event of its kind in California, to equip businesses with the tools necessary to develop or enhance their ability to successfully employ people with criminal backgrounds. Supporting these types of efforts, Richmond has a re-entry focused American Job Center, and all four boards have multiple partnerships with legal advocacy groups and community-based organizations dedicated to advancing these types of efforts.

The East Bay Region’s current generation of workforce-related initiatives are focused on ensuring all residents the opportunity to acquire the skills, knowledge, and credentials required to attain economic self-sufficiency. For the vast majority of East Bay residents, ultimately achieving this requires full-time employment, equitable wages, and benefits. The Regional Economic and Background Analysis section of this plan includes data on the average median household income (\$76,787) compared to the self-sufficiency standard for a family of four (2 working adults, 2 children), which is \$72,820 in Alameda County and \$71,711 in Contra Costa County, as calculated by the United Way of the Bay Area in 2015.

The opportunity, therefore, is to focus on developing on-ramps and upward mobility in industries and with employers, where attaining a true living wage in the East Bay is not just possible, but probable. Additionally, these jobs – at least those on the first rung – must be attainable with a credential or Associate’s degree, rather than years of post-secondary education.

2013's *Special Report on the East Bay Workforce* brought the concept of occupational tiers into the region's discourse, and provided a framework to explore issues of job quality and advancement. The East Bay region has a plurality of Tier 2 occupations – that is, those that have historically provided most middle-wage, middle skill positions. Across the US, at in the East Bay, these occupations have been declining for the last several decades due to automation and outsourcing, but nonetheless provide substantial opportunity for job seekers in the region. This is particularly true as replacement jobs in the East Bay outpace new job creation 3 to 2.<sup>16</sup> Therefore, even occupations that are not growing or are even in slight decline still offer pathways to economic independence for thousands of job seekers each year. About a quarter of all jobs are in Tier 1 (highest-paying, highest-skilled jobs) occupations and another quarter are in Tier 3 occupations (lower-skilled service positions). About 10 percent of all jobs in the region do not fall into an occupational tier.

In alignment with *Special Report's* findings related to job opportunity and job quality, the East Bay Region has organized its sector work in five industries: advanced manufacturing, transportation & logistics, healthcare, biomedical technology, and information and technology communications. These sectors have the following core attributes in common:

- They are growing in the East Bay Region;
- They include a substantial number of employers, representing a statistically significant percentage of jobs in the sector, who have committed to devoting time and resources to addressing the region's workforce challenges; and
- They encompass a diverse range of high-quality (Tier 2 and Tier 1) jobs, with clear pathways for advancement.

Wages in these sectors are competitive, and in some instances, far above the national average. In 2013, the average wage in advanced manufacturing was \$80,185. In 2014, the average wage in transportation and logistics was \$71,677. In 2016, middle skill healthcare jobs paid an average hourly wage of \$45.70 – or \$95,056 annualized without including any overtime pay. Biomedical engineers have a starting salary in the East Bay of \$110,000 and those pursuing digital media jobs can expect salaries averaging \$98,000, about 30 percent higher than the national average according to Indeed.com.

In addition to the five sector partnerships and the one-to-one connections between employers and **EASTBAYWorks** business service staff, *Earn & Learn East Bay* and *Dream It! Do It!* are important assets in the region's efforts to promote high quality jobs. The former engages employers in providing internships and work-based learning experiences, creating deep relationships with individual businesses and a forum to share and promote practices that support worker retention and mobility. *Dream It! Do It!* is taking employers into schools and the community as ambassadors, substantially strengthening their engagement with their talent pipeline – creating a two-way dialogue about how their companies can best recruit and retain their future workforce.

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<sup>16</sup> [http://eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report\\_Workforce\\_May\\_2013.pdf](http://eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report_Workforce_May_2013.pdf), p. 53

As documented throughout this narrative, the regional partners have been intentional in pursuing joint work that advances the interest of industry, individual business, and the populations that require services. They also are intentional about abandoning strategies that do not advance these interests. An example of this is collective purchasing of assistive technology and equipment to facilitate services to individuals with disabilities. While a promising idea, when implemented it became clear that it would be far more efficient and cost-effective – as counterintuitive as that may seem – for local areas to handle such purchases at the local level. This experience, and others like it in the nearly 20 years the region has been formally collaborating, has demonstrated to the partners that the most important and impactful work they can do regionally is around program alignment, a shared sector and career pathway focus, and the expansion of best practices across the region – as was demonstrated with Earn & Learn East Bay.

As the collaborative work in the region continues to deepen and mature, the region's workforce boards see the opportunity to explore new areas where they can align to better meet the workforce needs of the East Bay community. The following section outlines their collective priorities for the future.

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## F. Moving Forward: Shared Priorities for the Future

In January 2017, the regional partners met to develop a plan of action to advance their collective work. They identified several opportunities to further coordinate their respective portfolios to enhance services and outcomes for job seekers and employers alike, building on the strong foundation and amplifying the impact of the **EASTBAYWorks** network of American Job Centers, the five sector partnerships, and career pathways projects aligned under the Earn & Learn East Bay brand. To support this plan of action, the regional partners are developing a new Memorandum of Understanding, which is anticipated to be executed in March 2017.

- **Common Operational Practices.** The partners recognize that as workforce development activities become more regional through the evolution of their anchor strategies – specifically, sector partnerships and career pathways projects – there will be great benefit to developing and implementing shared protocols for the way in which the 14 American Job Centers that comprise **EASTBAYWorks** work with customers. At the point of initial service, aligned operational practices – such as intake, assessment, and referral – would result in a more seamless customer experience, and create economies of scale related to staff development and purchasing of shared tools.

Intake and assessment are both central to understanding the needs of and developing service strategies for job seekers. As such, the partners agree these areas will be priority topics for exploration. In 2017, the operational leads in each of the four areas, who are actively collaborating through the regional structure, will identify common practices and those that are not currently aligned. For those that are not aligned, they will explore tactics such as identifying common tools, region-wide training, and other steps to achieve great consistency in the ways they collect information from system customers, learn about their needs, and develop appropriate service strategies to move job seekers toward their career goals and to ensure employers are connected to the talent they require.

The partners further believe that it would be of benefit to their adult education and college partners if they created common referral practices, standardizing the way in which clients are connected to services and clarifying the role each partner will play in supporting customer success in training and, ultimately, employment. The boards, through the regional collaborative structure, look forward to exploring this possibility with those partners and working with them to standardize referral protocols if they concur such standardization will result in better outcomes.

- **Strategic Service Alignment.** The partners are striving toward a regional workforce system that maximizes program participation and completion rates, credential attainment, and employment outcomes for in-need populations. By design, there are myriad doors through which job seekers connect to workforce development and training programs. This model, which facilitates access and inclusivity, also adds a level of complexity to the goal of ensuring all individuals benefit from the full range of services for which they are eligible and may require to attain employment, as well as retain their jobs and advance along their chosen career pathways. The regional partners intend

to explore several tactics in 2017 to better ensure job seekers fully benefit from the workforce development and education programs available to them, including the feasibility of developing and implementing a common intake system across **EASTBAYWorks** as described above, as well as increasing regional staff development opportunities and developing formal regional partnerships with partners who have expertise in serving individuals with specific barriers to employment. The partners believe this approach will enable them to better assess and fill any service or referral gaps that may exist, enabling for a more seamless experience and better outcomes for job seekers, including but not limited to individuals with limited English proficiency, the chronically unemployed or underemployed, and those in career pathway and sector-specific training programs. Related to this area, the region's workforce boards will explore where they can more closely align their policies in support of customer success, such as supportive services.

Service alignment also presents opportunities to enhance the impact of the region's employer-facing services. As has been suggested by the early work in Earn & Learn East Bay, there is great value in aligning the way in which employers engage with the workforce development system. The partners concur that developing standard regional protocol for working with employers should be explored, which would help coordinate the business service activities across local areas. This topic will be addressed through the existing regional collaboration framework, which includes regular sessions that include all the business services leads from the four partner workforce boards.

- **Enhanced Regional Tracking.** The partners recognize the importance of growing their capacity and support systems to give them the ability to monitor and enhance workforce development activities, with the goal of creating an unprecedented level of community-wide accountability and shared commitment for outcomes for all partners. At a minimum, the partners wish to better understand the extent to which those who receive training and/or education services in the East Bay region are obtaining, retaining, and advancing in occupations or sectors directly related to their programs of study. Currently, the partners have mechanisms in place for sharing outcomes related to activities supported by funds appropriated under Titles I (adults, youth, and dislocated workers) and II (adult education and literacy) of the Workforce Innovation and Opportunity Act; however, they recognize that to achieve their aspirations related to tracking, they require the ability to organize that data by sector – including training and employment placements, particularly as they relate to priority sectors, industries, and occupations – as well as expand the activity captured to other funding streams.

In 2017, the boards intend to leverage their existing regional infrastructure to develop tactics among the four local areas to establish common goals across the **EASTBAYWorks** network of American Job Centers and identify opportunities to support sector partnerships and Earn & Learn East Bay programs with regional data.

A longer-term strategy they will be exploring to enhance regional tracking is creating a shared data base across the four boards and their partners to capture data that would support better service alignment and program-related decision making, recognizing that there will be several issues to consider, not the least of which are fidelity of the data, bandwidth available at the boards

and among their partners to enter data consistently, the cost of developing and maintaining such a data base, and how to ensure data can be accessed and used by all partners.

In addition to the actions described above, the regional partners anticipate the capacity building and technical support, organized through the California Workforce Association, will support and bolster these efforts.

Collectively, the workforce boards of Alameda County, Contra Costa County, Oakland and Richmond look forward to advancing their collaborative work together and with their partners across the education, workforce, community, labor, and government spectrums in support of individuals as they move toward economic self-sufficiency; of employers as they grow and strive to remain competitive; and of the East Bay economy as it continues its dynamic evolution.

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