

A low-angle, upward-looking photograph of several modern skyscrapers with glass facades. The buildings are arranged in a way that creates a sense of height and depth, converging towards the top of the frame. The glass reflects a warm, golden-orange light, suggesting either sunrise or sunset. The sky is a pale, clear blue. The overall composition is symmetrical and emphasizes the architectural details of the buildings.

EAST BAY REGIONAL PLANNING UNIT

Regional Plan 2021-2024

**East Bay Regional Planning Unit
PY 21-24 Regional Plan Public Comment Announcement**

The East Bay Regional Planning Unit (EBRPU) is pleased to release the Draft 2021–2024 Regional Plan for 30-day public comment ending April 19, 2021.

The plan is available on the [EASTBAYWorks](#) website. Comments can be submitted directly to regionalplancommentebrpu@gmail.com or through the [EASTBAYWorks](#) website.

The State of California Workforce Development Board requires regions to create new Regional Plans every four years. The EBRPU comprises the four East Bay Workforce Development Boards serving Alameda and Contra Costa Counties and the Cities of Oakland and Richmond.

Developed with input from partners and stakeholders, the regional plan describes goals and strategies for building regionally coordinated workforce services to meet the needs of employers and job seekers anchored by equity and inclusion.

The East Bay Regional Planning Unit (EBRPU) includes the following Workforce Development Entities in Alameda and Contra Costa Counties:

- EASTBAYWorks
- Alameda County Workforce Development Board
- Contra Costa County Workforce Development Board
- Oakland Workforce Development Board
- Richmond Workforce Development Board



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East Bay Regional Planning Unit Regional Plan 2021-2024

Introduction

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 East Bay Regional Planning Unit (EBRPU) is a partnership of member Workforce Development Boards representing Alameda County and the City of Oakland, and Contra Costa County and the City of Richmond. The four Workforce Development Boards have a long-standing regional partnership pre-dating the Workforce Innovation and Opportunity Act (WIOA), under the EASTBAYWorks brand.

1. Analytical Overview of the Region

Workforce and Economic Analysis

The East Bay Region's economy and its workforce have been significantly impacted by the COVID-19 pandemic. As a result, workforce and economic analysis requires maintaining a balance between short-term impacts and long-term trends. Further, the value of historical data in predicting future trends is limited. The uncertainties of the current economic crisis are woven into this analysis as part of the larger effort to plan for regional workforce development efforts once the COVID pandemic abates.

The following Workforce and Economic Analysis is intentionally framed through a racial equity and economic justice lens. The disproportionate impact of the COVID-induced recession on people of lower socio-economic status and persons of color cannot be overstated. Job losses have hit levels not seen since the Great Depression of the 1930s, particularly in occupations such as food service, hospitality, personal service, entertainment, and travel—positions filled predominantly by lower paid workers. Protests on behalf of racial justice and equity occurred across the country in the Fall of 2020. Though these protests were sparked by incidents of police brutality against African American citizens, they were also an outcry against the economic inequity laid bare by the pandemic.

This section also includes information vital to workforce development planning, such as demographic information, income and poverty data, skills and educational levels, and employer demand.

1.a. COVID-19 Impact on the East Bay Workforce

Much like the rest of the United States, California and the East Bay Region have experienced serious disruption as a result of the COVID-19 pandemic. Beginning in March 2020, counties issued stay-at-home orders and on March 19th California Governor Gavin Newsome issued the nation's first statewide stay-at-home order. At the time this plan was written the pandemic continues, and both Alameda and Contra Costa Counties are under stay-at-home orders as rates of infection and deaths remain high. This section details the impact of the COVID-19 pandemic on the East Bay workforce.

The pandemic has had a devastating impact on jobs in the region, across sectors, with a 10.5% decrease in total jobs during a one-year period (October 2019 - October 2020). The leisure and hospitality industry has been the most affected industry during that time period, losing 36,700

(30.4%) jobs.¹

Historically, when workers lose their employment during times of recession they experience much larger lifetime earning losses than when employment is lost during non-recession times. During the more recent Great Recession, workers in Washington State who were displaced and reentered the workforce “earned 16% less than comparable workers who had not been displaced.”² Job loss during a recession can also have generational impacts. For example, children whose fathers were dislocated during the 1980s recession earned less as adults than children of fathers who were not displaced.³ It appears that job loss during a recession also has serious health implications, with workers displaced during the 1980s recession experiencing a life expectancy reduction of 1 to 1.5 years.⁴ Although not yet fully quantified, the current pandemic and economic recession will likely have a similar impact on today’s workforce.

Prior to the pandemic (2014 - 2018), 28% of all workers (1.1 million) in the Bay Area were considered essential.⁵ Among essential workers in the region, people of color and immigrants are disproportionately represented. People of color comprised 58% of all workers and 66% of essential workers. In contrast, white workers comprised 42% of all workers but only 34% of essential workers. As shown in Table 1, 10 of the Bay Area’s 11 essential worker sectors are filled disproportionately by people of color.

¹ “Monthly Labor Force Data for Counties, October 2020 - Preliminary,” *Employment Development Department: Labor Market Information Division*, published November 20, 2020,

https://docs.google.com/spreadsheets/d/1boqhAzDjefSsx1sTUijeJDEL_CTO1i/edit#gid=175580821

² B. Rose Kelly, “Great Recession Still Plagues Workers With Lower Lifetime Wages,” *Princeton University*, March 12, 2018, <https://spia.princeton.edu/news/great-recession-still-plagues-workers-lower-lifetime-wages>

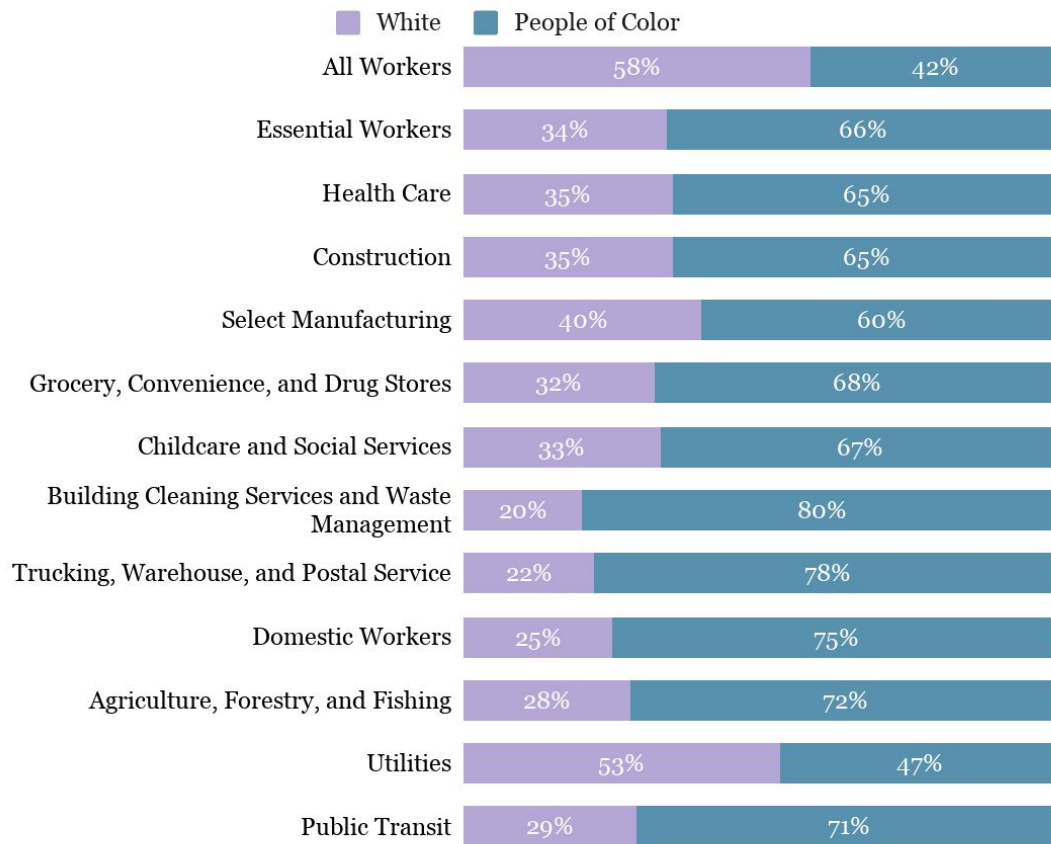
³ <https://www.brookings.edu/blog/jobs/2011/11/04/unemployment-and-earnings-losses-a-look-at-long-term-impacts-of-the-great-recession-on-american-workers/>

⁴ Michael Greenstone, Adam Looney, and Michael Greenstone and Adam Looney, The Hamilton Project, “Unemployment and Earnings Losses: A Look at Long-Term Impacts of the Great Recession on American Workers,” *Brookings Institute*, November 4, 2011, <https://www.brookings.edu/blog/jobs/2011/11/04/unemployment-and-earnings-losses-a-look-at-long-term-impacts-of-the-great-recession-on-american-workers/>

⁵ All data in this paragraph is from Jamila Henderson, “A Profile of Frontline Workers in the Bay Area,” Bay Area Equity Atlas, May 13, 2020, <https://bayareaequityatlas.org/essential-workers>

Table 1: Bay Area Essential Workers By Industry and Race⁶

Bay Area Essential Workers by Industry, White vs. People of Color (2014 - 2018)



COVID-19 Impact on Minority-Owned Businesses

Workforce trends in the East Bay follow several national trends. Across the United States, over a two-month period at the beginning of the pandemic, the number of Black-owned businesses declined by 41%, immigrant-owned businesses by 36%, Latinx-owned businesses by 32%, and Asian-owned businesses by 26%.⁷ In comparison, white-owned businesses decreased at a rate of 17%. As the pandemic endures and financial strain has continued to affect business, the impact on minority-owned businesses has likely worsened since these early statistics were reported. The East Bay small business community is particularly susceptible to negative effects caused by the economic downturn. The majority of East Bay businesses (80%) employ less than 10 employees. These “microbusinesses” are often less financially stable, with limited cash reserves for emergency situations. Moreover, microbusinesses in the East Bay are disproportionately minority or women owned,⁸ making these populations particularly susceptible to economic loss. The

⁶ Henderson, “A Profile”. <https://bayareaequityatlas.org/essential-workers>

⁷ All data in this paragraph is from “Black and Brown Owned Businesses Hit Hardest by COVID-19 Pandemic,” Covid Insight Center, posted August 1, 2020 <https://insightcced.org/black-and-brown-owned-businesses-hit-hardest-by-covid-19-pandemic/>

⁸ East Bay Economic Development Alliance, “East Bay Business Recovery Survey Results,” May 19, 2020: 3.

image below demonstrates East Bay job loss during the pandemic in three key sectors. Prior to the COVID-19 pandemic, in October 2019, the East Bay Region was home to 1,187,600 total jobs in all sectors. As indicated in the figure below, the decline in total employment from that date to October 2020 was 124,700, equal to 10.5% of all jobs.

East Bay jobs decreased by 124,700⁹

from October 2019 to October 2020.

Figure 1: Decline in Jobs in Identified Sectors

Leisure and hospitality jobs decreased by 36,700	Government jobs decreased by 17,500	Private educational/ health services jobs decreased by 14,800¹⁰
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COVID-19 Impact on Workers

Many people have started working remotely to avoid health risks and abide by government mandates to work remotely to the extent possible during the pandemic. Compared to the rest of the Bay Area, the East Bay Region has fewer workers in occupations that are considered eligible to work remotely.¹¹ Although 45% of Bay Area residents can work remotely, in Contra Costa County only 38% and in Alameda County 40% have that option.^{12, 13} Workers who are not able to work remotely are faced with extremely difficult decisions related to balancing the need for income, health, and issues related to childcare, child education, and public transportation.

Children across the country have been forced to rely on virtual or some form of home-based “distance learning” as a result of school closures during the pandemic. According to the U.S. Census Bureau, almost 93% of all households with school-aged children report that their children have transitioned to learning at home.¹⁴

Working mothers, especially those with young children, have been negatively impacted by the pandemic at greater rates than mothers with older children and all fathers. According to a McKinsey & Company Women in the Workplace 2020 report, one out of every three working mothers have considered either leaving their jobs or reducing their hours because of the pandemic.¹⁵ Black, Latinx, and Hispanic women have experienced higher rates of

<https://drive.google.com/file/d/1ajtpuoSRjo-4iL9swWuZDBOvwvJySkOj/view>

⁹ Juliet Moeur, “Oakland Hayward Berkeley MD Labor Force and Industry Employment Narrative,” Employment Development Department, 2020,

<https://docs.google.com/document/d/1pI3oCSSlJT4zcnCfpBAKJjcXXLSoh5uL/edit#>

¹⁰ Moeur, “Oakland Hayward”, <https://docs.google.com/document/d/1pI3oCSSlJT4zcnCfpBAKJjcXXLSoh5uL/edit#>

¹¹ Jonathan I. Dingel and Brent Neiman, “How Many Jobs Can be Done at Home?” Becker Friedman Institute, (July 2020) 2-4, https://bfi.uchicago.edu/wp-content/uploads/BFI_White-Paper_Dingel_Neiman_3.2020.pdf

¹² “Bay Area Economic Update,” Bay Area Council Economic Institute, October 22, 2020,

https://drive.google.com/file/d/1ayW8UePzg_3F5aw1oqBo-TUL1wA4DakO/view

¹³ East Bay Economic Outlook 2020,” *East Bay Economic Development Alliance*, published May 21, 2020,

<https://drive.google.com/file/d/1mB3T8vx56GPxjlonuspUipFvEnvDvpdI/view>

¹⁴ Kevin McElrath, “Nearly 93% of Households With School-Age Children Report Some Form of Distance Learning During COVID-19” *United States Census Bureau*, August 26, 2020,

<https://www.census.gov/library/stories/2020/08/schooling-during-the-covid-19-pandemic.html>

¹⁵ Sarah Coury, Jess Huang, Ankur Kumar, Sara Prince, Alexis Krivkovich, and Lareina Yee, “Women in the Workplace 2020,” *McKinsey & Company*, September 30, 2021, <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

unemployment compared to white women.¹⁶ Further, economists predict that female employment will not return to pre-pandemic levels until 18 months after employment levels for men return to normal.¹⁷

“COVID-19 has also increased the pressure on working mothers, low-wage and otherwise. In a survey from May and June, one out of four women who became unemployed during the pandemic reported the job loss was due to a lack of childcare, twice the rate of men surveyed. A more recent survey shows the losses have not slowed down: between February and August mothers of children 12 years old and younger lost 2.2 million jobs compared to 870,000 jobs lost among fathers.”

- Bateman, Nicole and Ross, Martha. *Why has COVID-19 been especially harmful for working women?* Brookings. October 2020.

EBRPRU COVID-19 Recovery Strategy

EBRPU partners are preparing for continued COVID-19-impacted and post-COVID-19 scenarios. The Region does not want to develop plans with potentially obsolete or inaccurate data or in a state of great uncertainty. This exploratory work could include: strategies for surge occupation recruitment, response to regional layoffs, and business engagement and support. It could also include re-envisioning service delivery strategies, updating Board policies, streamlining service delivery, and expanding virtual capacity. All of the above would be considered through an equity lens, ensuring access for priority populations, with particular emphasis on quality jobs and the training pathways and supports necessary for success in the evolving labor market.

This work would more likely begin in the latter part of the first -year of 2021-2024 Regional Plan implementation based upon the state of public health measures and of the economy. The region does not want to develop plans with potentially obsolete or inaccurate data or in a state of great uncertainty. The beginning of this exploratory work could include When it does, it could begin with convenings of EBRPU partner Board Directors to develop priorities, a potential scope of work, and outcomes to put out for procurement, contract piggy-backing, or sole-sourcing, as appropriate, to project manage this activity.

This initial activity would help the Region achieve the Regional Plan objective of developing regional COVID-19 recovery strategies that are aligned with external developments and are most likely to succeed.

1.b. Overview

As of the 2019 census, the East Bay Region had a population of 2,799,005 (1,656,754 in Alameda, 1,142,251 in Contra Costa).¹⁸ Homelessness in the East Bay has been increasing in recent years: in 2019, 8,022 individuals were experiencing homelessness in Alameda County

¹⁶ “May Jobs Report: A Case Study in Pervasive Racism and Sexism,” *TIME’S UP Impact Lab: Women on the Front Lines*, June 8, 2020, <https://timesupfoundation.org/may-jobs-report-a-case-study-in-pervasive-racism-and-sexism/>

¹⁷ André Dua, Kweilin Ellingrud, Michael Lazar, Ryan Luby, Sanjay Srinivasan, and Tucker Van Aken “Achieving an Inclusive US Economic Recovery,” *McKinsey & Company*, February 3, 2021, <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/achieving-an-inclusive-us-economic-recovery>

¹⁸ “ACS Demographic and Housing Estimates,” *United States Census Bureau*, 2018, <https://data.census.gov/cedsci/table?q=dp05&g=0500000US06001.06013&tid=ACSDP5Y2019.DP05&hidePreview=false>

(compared to 4,040 in 2015 and 5,629 in 2017).¹⁹ In 2020, 2,277 individuals experienced homelessness in Contra Costa (compared to 1,730 in 2016, 1,607 in 2017, and 2,234 in 2018).²⁰,
²¹

In the Bay Area as a whole, almost 3 out of every 5 workers are people of color.²² Among the emerging workforce (workers 25 years or younger), 70% are people of color. The largest emerging demographic group is Lantinx workers, who will soon comprise 33% of the Bay Area workforce.

Educational and Skill Levels of the Workforce

Residents of the East Bay have a relatively high level of educational attainment when compared to the state as a whole. In Alameda County, 50.6% residents 25 years old or older have a bachelor's degree or higher.²³ The comparable statistic for Contra Costa County is 43.0%. This is significantly above the 35.0% of people 25 years and older statewide who have a bachelor's degree or higher. At the other end of the spectrum, 27.7% of residents of Alameda County aged 25 and older had a high school education of less, as did 28.8% of Contra Costa County residents in this age group. The percentage for the state as a whole is 36.6%.

These relatively high levels of educational attainment for the region as a whole do not reflect the substantial educational challenges faced by communities in Hayward, Oakland, Richmond, and East Contra Costa County. As shown in the images below, educational attainment in the Bay Area varies considerably in different geographic locations within the counties and within the cities.

¹⁹ "Alameda County Homeless Count & Survey," *Applied Survey Research*, 2019: 1-87, <https://homelessness.acgov.org/homelessness-assets/docs/2019AlamedaCountyHomelessCountReport.pdf>

²⁰ "Contra Costa County: Annual Point in Time Count Report" *Contra Costa Health Housing & Homeless Services*, August 2020: 1-47, <https://cchealth.org/h3/coc/pdf/PIT-report-2020.pdf>

²¹ Contra Costa, "Annual Point in Time Count Report" . <https://cchealth.org/h3/coc/pdf/PIT-report-2020.pdf>

²² All the data in this paragraph is from Abbie Langston, Edward Muña, and Matthew Walsh, "Advancing Workforce Equity in The Bay Area: A Blueprint for Action," Rework The Bay, 20, Accessed February 22 2021, https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_o.pdf

²³ All data in this paragraph is from "American Community Survey: Educational Attainment For The Population 25 Years And Over," United States Census Bureau, August 26, 2020, <https://data.census.gov/cedsci/table?q=American%20Community%20survey%20Table%20B15002&g=0500000US06001,06013&tid=ACSDT1Y2019.B15002&hidePreview=false>

Figure 2. Percentage of Alameda County Residents with a High School Degree or Less

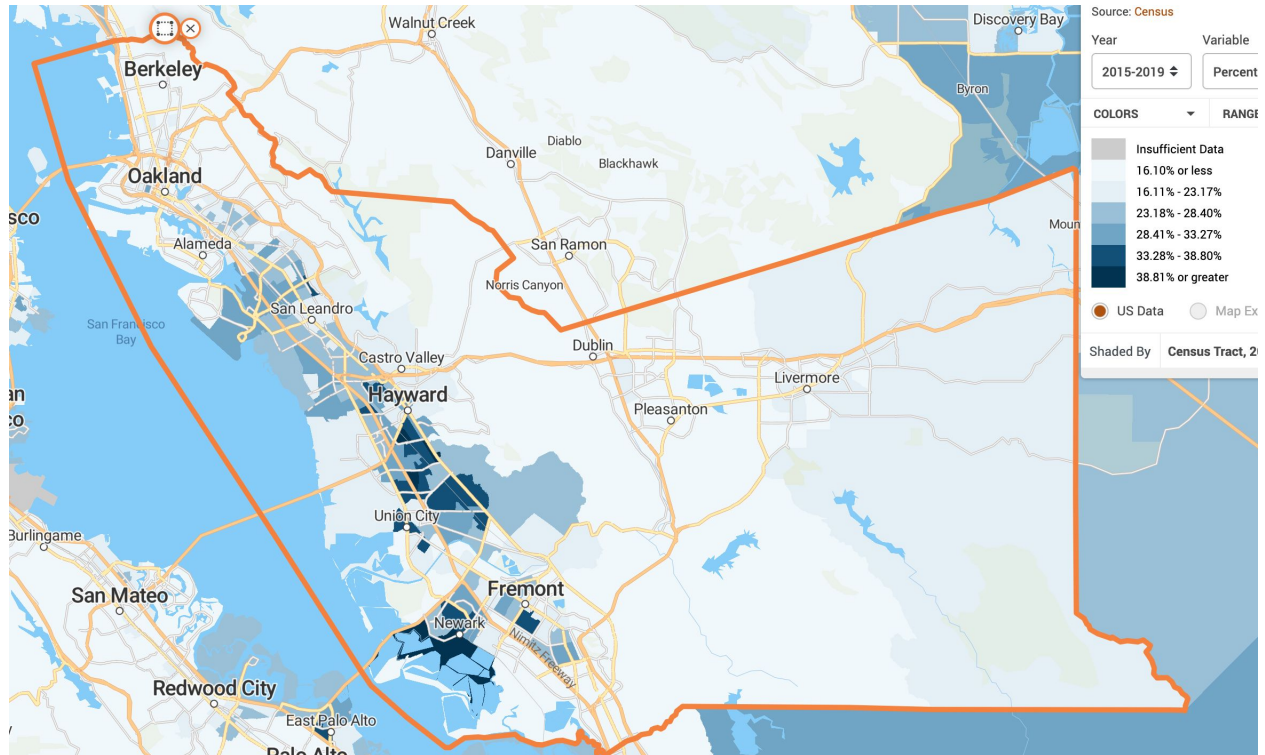


Figure 3. Percentage of Contra Costa County Residents with a High School Degree or Less

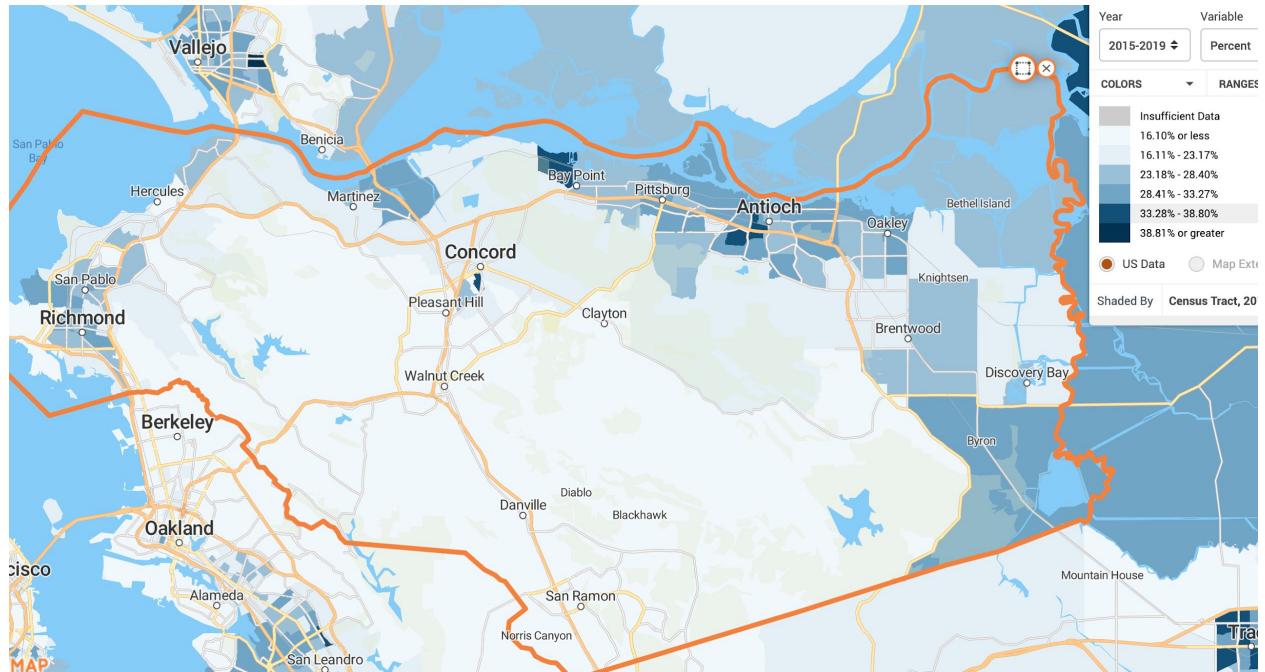


Figure 4. 2019 Educational Attainment in the East Bay for Population Age 25 and Older²⁴

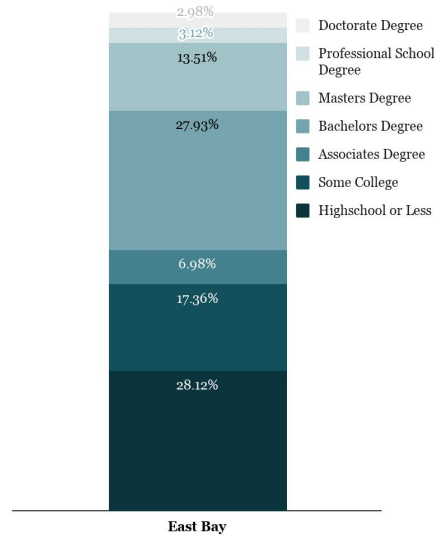
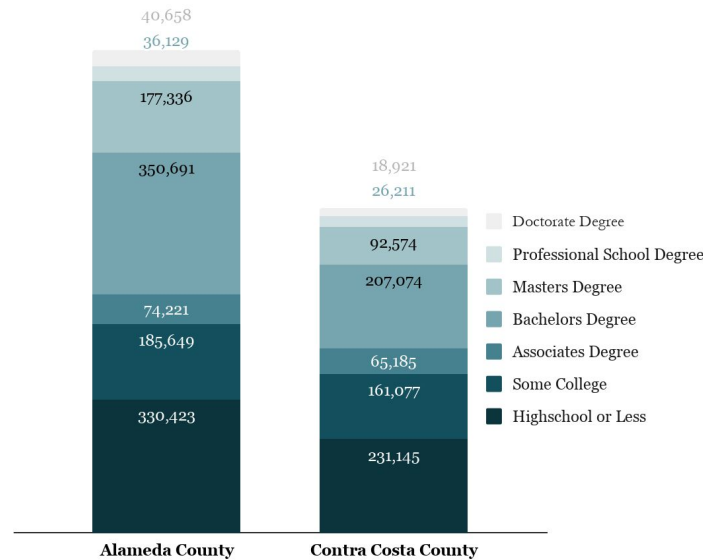


Figure 5. 2019 Educational Attainment in Alameda and Contra Costa County²⁵



In the long term, the relatively low level of formal education in these communities poses a particular challenge, considering 7 out of the top 10 fastest growing professions in the Bay Area all require more than a high school diploma (see Table 10).²⁶ Educational attainment in the Bay

²⁴ United States Census Bureau, "Sex By Educational Attainment" .
<https://data.census.gov/cedsci/table?q=American%20Community%20survey%20Table%20B15002&g=0500000US06001.06013&tid=ACSDT1Y2019.B15002&hidePreview=false>

²⁵ United States Census Bureau, "Sex By Educational Attainment" .
<https://data.census.gov/cedsci/table?q=American%20Community%20survey%20Table%20B15002&g=0500000US06001.06013&tid=ACSDT1Y2019.B15002&hidePreview=false>

²⁶ Employment Projections: 2016-2026 Local Employment Projections Highlights," *Employment Development*

Area varies considerably by race and ethnicity. For example, of individuals ages 25 - 64, more than 60% of Asian or Pacific Islanders have a Bachelor's Degree compared to 29% of the Black population and less than 28% of the Latinx population.²⁷ These educational disparities depict a critical challenge to achieving equity in the workforce.

Table 2. Bay Area Resident Education by Race

Bay Area Residents with a High School Diploma or Less ²⁸	
Race	Percentage with HS Diploma or Less
Asian or Pacific Islander Immigrant	21%
Asian or Pacific Islander U.S.-born	12%
Black	31%
Latinx Immigrant	71%
Latinx U.S.-born	37%
Native American	40%
White	14%

Workforce Age

In the East Bay, 1,886,664 people (67.9%) are of “working age,” between 15 and 64 years old. There are 172,120 additional individuals (6.1%,) between the ages of 10 to 14, who will likely enter the workforce in the near future.²⁹ Figure 6 demonstrates the share of the East Bay population by age group.

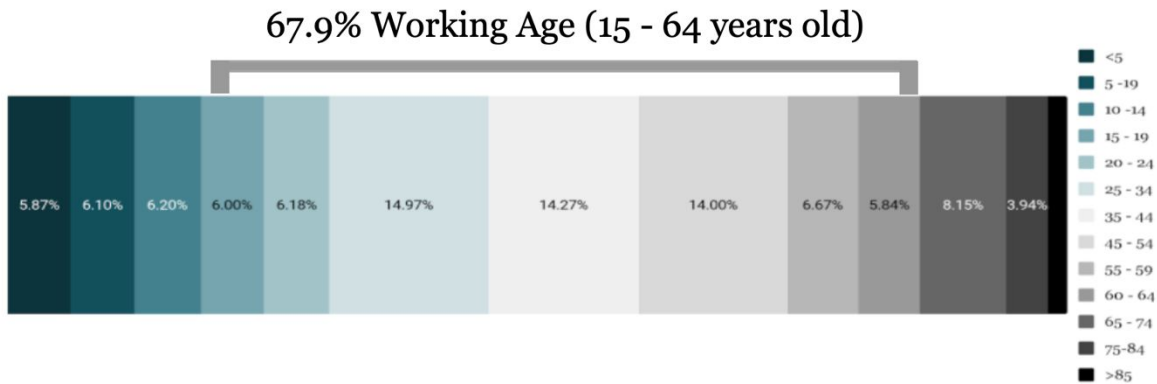
Department State of California, accessed February 22, 2021
<https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html>

²⁷ Abbie Langston, Edward Muña, and Matthew Walsh, “Advancing Workforce Equity in The Bay Area: A Blueprint for Action,” *Rework The Bay*, 28, Accessed February 22 2021, https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_o.pdf

²⁸ Langston, Muña, and Walsh, “Advancing Workforce Equity,” 28 . https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_o.pdf

²⁹ "American Community Survey Demographic and Housing Estimates: 5-Year Estimates Data Profile ," *United States Census Bureau*, 2018,
<https://data.census.gov/cedsci/table?q=dp05&g=0500000US06001,06013&tid=ACSDP5Y2018.DP05&hidePreview=false>

Figure 6. Age of East Bay Population³⁰



Cost of Living

The annual cost of living for a family of two adults and two children in Alameda County is \$121,922 in Alameda County, and \$125,672 in Contra Costa County. In the East Bay, housing constitutes the largest expenditure in a family's budget. Before the COVID-19 pandemic, child care constituted 15% of the cost of living budget. Due to the pandemic, many working families can no longer rely on traditional child care options, which has likely impacted child care expenses. While the portion of the cost of living devoted to transportation has likely declined for better-off workers who have been able to work from home, transportation remains a substantial cost for lower income workers who do not have this option. This is particularly true for those who have had to relocate farther from their place of employment in search of more affordable housing.³¹ Table 3 below shows the breakdown in the annual cost of living for a typical family in Alameda and Contra Costa Counties.

Table 3. Annual Cost of Living for a Family in Alameda & Contra Costa Counties³²

Costs	Alameda County	% of Total Cost of Living	Contra Costa County	% of Total Cost of Living
Housing	\$27,525	22.58%	\$28,713	22.85%
Food	\$10,959	8.99%	\$10,443	8.31%
Child Care	\$17,984	14.75%	\$18,440	14.67%
Transportation	\$14,679	12.04%	\$15,922	12.67%
Health Care	\$13,228	10.85%	\$12,953	10.31%

³⁰ United States Census Bureau, "Demographic and Housing Estimates".
<https://data.census.gov/cedsci/table?q=dp05&g=0500000US06001.06013&tid=ACSDP5Y2018.DP05&hidePreview=false>

³¹ "Family Budget Calculator" *Family Budget Map*, Economic Policy Institute, last modified March, 2018,
<https://www.epi.org/resources/budget/>

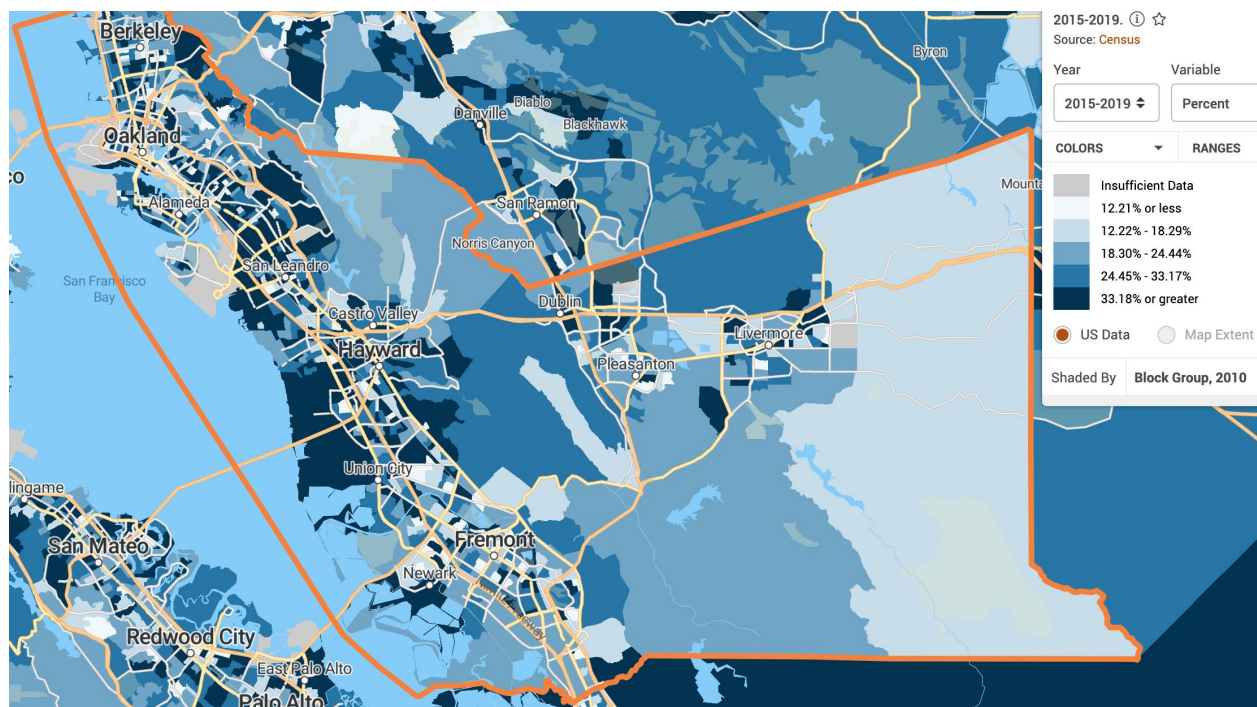
³² "Family Budget Calculator" *Family Budget Map*, Economic Policy Institute, last modified March, 2018,
<https://www.epi.org/resources/budget/>

Costs	Alameda County	% of Total Cost of Living	Contra Costa County	% of Total Cost of Living
Other Necessities	\$15,526	12.73%	\$15,797	12.57%
Taxes	\$22,021	18.06%	\$23,405	18.62%
Total	\$121,922	100.00%	\$125,672	100.00%

High Housing Cost

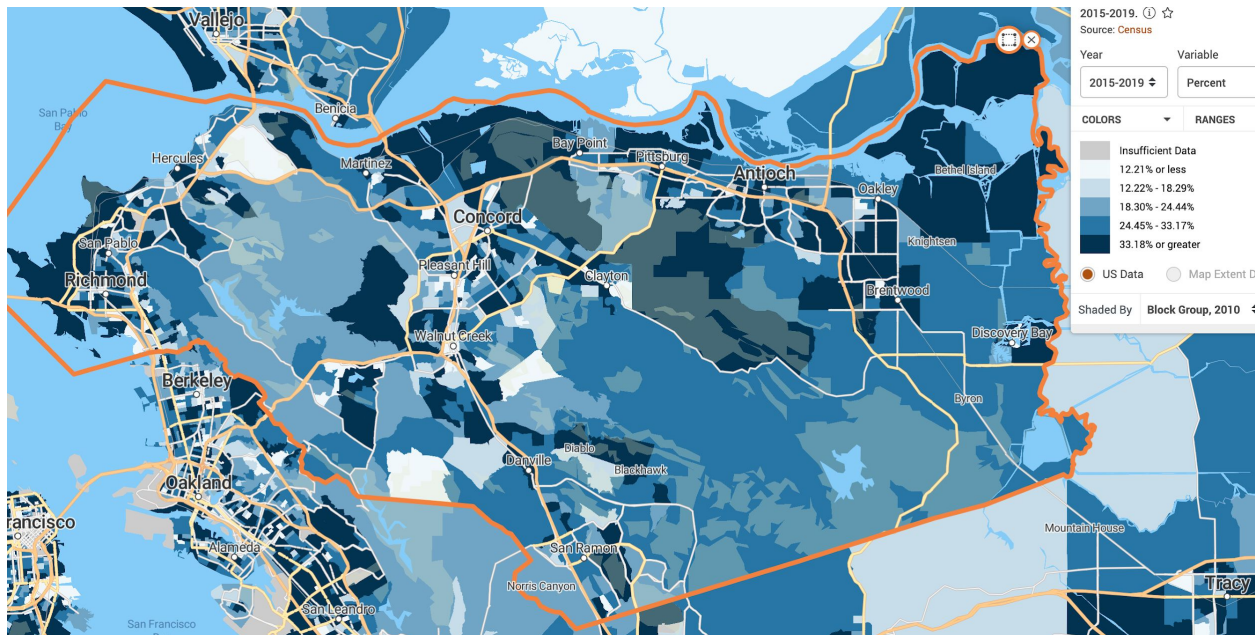
The very large number of households in the East Bay whose incomes fall below the cost of living identified in the table above are required to spend an unmanageable portion of their income on housing. When a household spends 30% or more of its income on housing costs, it is considered housing burdened. Much of the East Bay is overburdened by housing costs. Almost all of the East Bay has households that are housing burdened, however, specific geographic locations (as shown in the maps below, developed from recent data from the U.S. Census) have much higher percentages of their communities that are considered housing burdened.

Figure 7. Alameda Homeowners Burdened by Housing Costs (Census 2015 - 19)



As the maps indicate, the western portion of Alameda County is home to communities that are experiencing housing burden, specifically portions of the cities of Berkeley, Hayward, and Oakland. In contrast, the areas in Contra Costa County with the highest percentage of their community burdened by housing costs are scattered throughout the county.

Figure 8. Contra Costa Homeowners Burdened by Housing Costs (Census 2015 - 19)



Workforce Household Income

Cost of living for a two-adult and two-child household exceeds the median household income in both Alameda (\$121,922 cost of living compared to \$92,574 income) and Contra Costa (\$125,672 compared to \$93,712).^{33-34,35} Many households in the East Bay earn much less than the national median income (\$68,703 in 2019).³⁶ Nearly one quarter of households in Alameda and Contra Costa Counties had an income between \$10,000 and \$49,999. In addition, both counties have a sizable number of households making less than \$10,000 per year (4.2% in Alameda and 3.5% in Contra Costa).³⁷ Further detail is provided in Figure 9 below. In the State of California, minimum wage is \$13.00 per hour for employers with 25 or less employees and is \$14.00 per hour for employers with 26 or more employees.³⁸

³³ "Family Budget Calculator" Family Budget Map, Economic Policy Institute, last modified March, 2018,

<https://www.epi.org/resources/budget/>

³⁴ Jessica Semega, Melissa Kollar, Emily A. Shrider, and John Creamer, "Income and Poverty in the United States: 2019" *United States Census Bureau*, September 15, 2020,

[https://www.census.gov/library/publications/2020/demo/p60-270.html#:~:text=Median%20household%20income%20was%20%2468%2C703.and%20Table%20A%2D1\).](https://www.census.gov/library/publications/2020/demo/p60-270.html#:~:text=Median%20household%20income%20was%20%2468%2C703.and%20Table%20A%2D1).)

³⁵ "Income in the Past 12 Months (In 2018 Inflation-Adjusted Dollars): 2018: ACS 5-Year Estimates Subject Tables," *United States Census Bureau*, 2018,

<https://data.census.gov/cedsci/table?q=S1901&g=0500000US06001.06013&tid=ACST5Y2018.S1901&hidePreview=false>

³⁶ Jessica Semega, Melissa Kollar, Emily A. Shrider, and John Creamer, "Income and Poverty in the United States: 2019" *United States Census Bureau*, September 15, 2020,

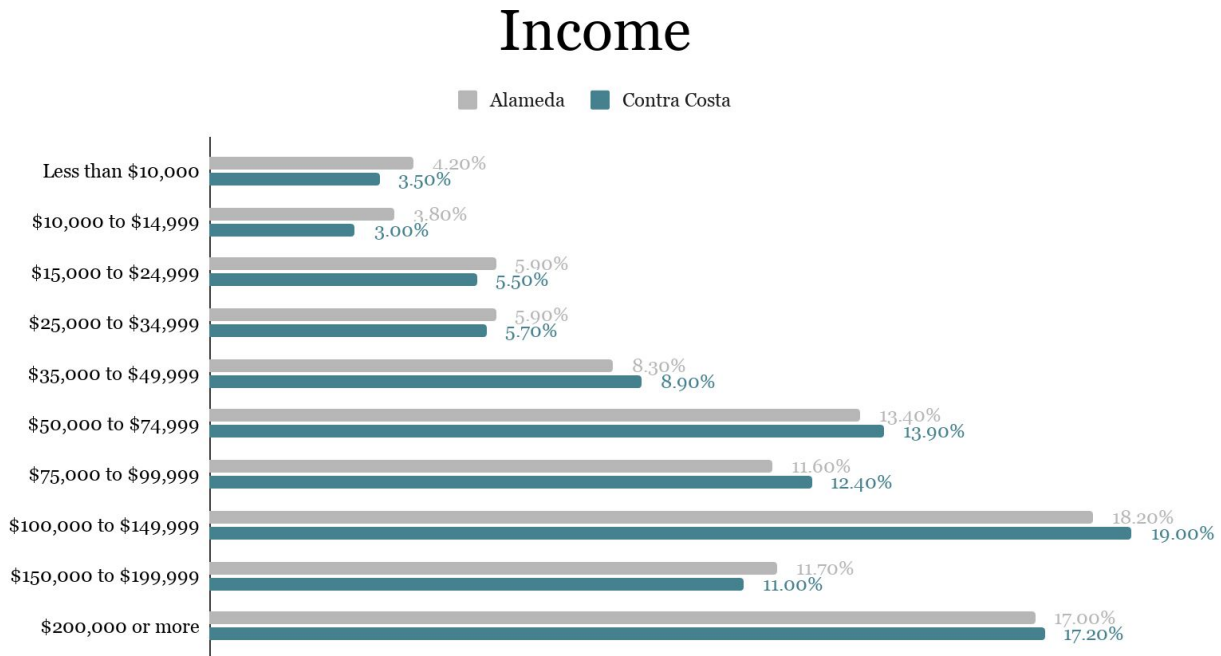
[https://www.census.gov/library/publications/2020/demo/p60-270.html#:~:text=Median%20household%20income%20was%20%2468%2C703.and%20Table%20A%2D1\).](https://www.census.gov/library/publications/2020/demo/p60-270.html#:~:text=Median%20household%20income%20was%20%2468%2C703.and%20Table%20A%2D1).)

³⁷ United States Census Bureau "Income in the Past 12 Months".

<https://data.census.gov/cedsci/table?q=S1901&g=0500000US06001.06013&tid=ACST5Y2018.S1901&hidePreview=false>

³⁸ "State Minimum Wage Laws," Wage and Hour Division, U.S. Department of Labor, last modified January 1, 2021, <https://www.dol.gov/agencies/whd/minimum-wage/state#ca>

Figure 9: Proportion of the Population at Different Income Levels in the East Bay



The technology boom of recent decades brought dramatic changes to the San Francisco Bay Area. However, from 1990 to 2018, the Bay Area experienced incredible job growth, the highest of which was for low-wage jobs (50% compared to 38% for high-wage and 25% for middle-).³⁹ However, during this same period, increases in total earnings for low- and middle-wage workers (51% and 44%, respectively) significantly lagged behind those for high-wage workers (149%).⁴⁰ During this same period, .⁴¹ Though the number of low-wage jobs grew faster than the number in other categories, the wages for those jobs increased at just one third of the rate for high-wage jobs, raising significant questions about entrenched injustice within the region's economy.

There are multiple factors that are currently contributing to an economic crisis for lower income workers in the East Bay. These include: an extraordinarily high cost of living, including an inordinate amount of income spent on housing; and growing commutes for workers who have relocated in search of lower housing costs. These burdens have fallen most heavily on communities of color, which are disproportionately represented among lower income workers. For this reason, racial equity and economic justice must continue to be key reference points for the creation of workforce development strategies for the region.

Poverty

The rate of residents living in poverty in the East Bay (8.47%) is considerably lower than the national average (12.3%); however, these figures do not account for the high costs of living in the East Bay compared to the rest of the nation (see Cost of Living above). The federal poverty line

³⁹ Langston, Muña, and Walsh, "Advancing Workforce Equity," 24 . https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_o.pdf

⁴⁰ Ibid.

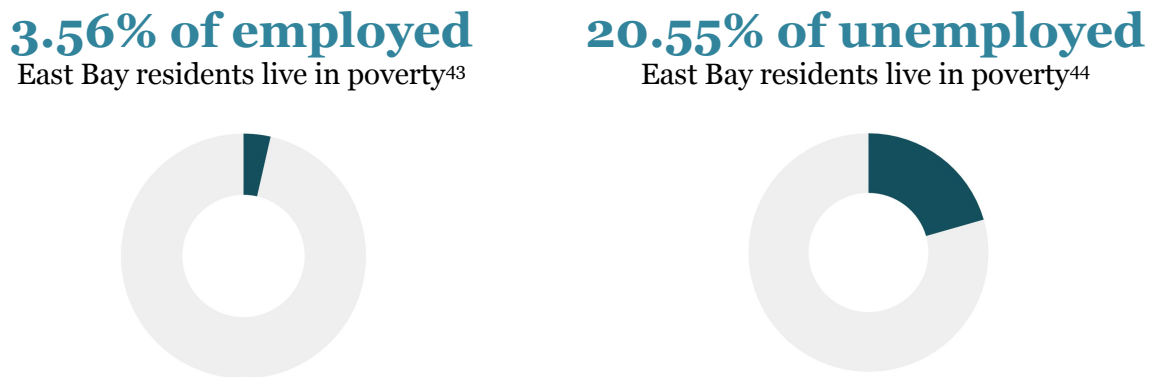
⁴¹ Langston, Muña, and Walsh, "Advancing Workforce Equity," 24 . https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_o.pdf

does not take into account geographic differences in the costs associated with housing, transportation, child care, or medical costs, for example.⁴²

In the Bay Area as a whole, nearly 60% of Black women renters and more than 50% of Latinx women renters “are both housing-cost burdened (meaning they spend more than 30 percent of their income on housing) and economically insecure (meaning they have family incomes below 200 percent of the federal poverty level). This is more than double the rate for white male renters.”

Employment is a major protective factor against poverty. Therefore, workforce development initiatives that enable unemployed individuals to secure employment should be viewed as a major anti-poverty strategy in the region. Figure 10 indicates the poverty rate for unemployed East Bay residents in contrast with that of employed residents.

Figure 10. Poverty Rates for Employed and Unemployed Individuals in the East Bay



The above findings are particularly relevant during the current economic crisis. For low-wage workers (those earning less than \$27,000 per year), the employment rate from January to October 2020 decreased by 22% in Alameda and 33% in Contra Costa. This is in contrast to only a 0.9% decrease for high-wage workers (those earning more than \$60,000) in Alameda and a 0.1% increase in employment for high-wage workers in Contra Costa.⁴⁵ The threat of unemployment makes already disadvantaged low-wage workers even more susceptible to falling into or falling further into poverty.

Poverty among Black residents of the East Bay is 3 times the rate for white residents, while poverty among the Latinx East Bay community is 1.8 times the rate for those who are white.

⁴² Areeba Haider, Justin Schweitzer, “The Poverty Line Matters, But It Isn’t Capturing Everyone It Should,” *Center for American Progress*, March 5, 2020 <https://www.americanprogress.org/issues/poverty/news/2020/03/05/481314/poverty-line-matters-isnt-capturing-everyone/>

⁴³ “Poverty Status in the Past 12 Months: 2019: ACS 1-year Estimates Subject Tables” *The United States Census Bureau*, 2019, <https://data.census.gov/cedsci/table?q=poverty&g=0500000US06001.06013&tid=ACSS1Y2019.S1701&hidePreview=false>

⁴⁴ United States Census Bureau, “Poverty Status” . <https://data.census.gov/cedsci/table?q=poverty&g=0500000US06001.06013&tid=ACSS1Y2019.S1701&hidePreview=false>

⁴⁵ Langston, Muña, and Walsh, “Advancing Workforce Equity,” 39 . https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_o.pdf

Among all census-designated race categories, whites have the lowest poverty rate. Table 4 below provides the most recent census data by race for residents of Alameda and Contra Costa Counties.

Table 4. Poverty Rates by Race in the East Bay (2019)⁴⁶

Race	Alameda County		Contra Costa County		Combined	
	Number	Percent	Number	Percent	Number	Percent
<i>By Census Race Category</i>						
American Indian and Alaska Native	1,180	9.60%	NA	NA	NA	NA
Asian	35,178	6.90%	10,270	5%	45,448	6.34%
Black or African American	33,881	19.30%	14,771	14.8%	48,652	17.68%
Native Hawaiian and Other Pacific Islander	797	6%	N/A	N/A	N/A	N/A
Two or More Races	7,546	7.20%	5,349	7.4%	12,895	7.32%
White	39,280	6.20%	33,500	5.6%	72,780	5.90%
Other Race	27,699	14.70%	25,816	16.1%	53,515	15.32%
<i>By Hispanic or Latino Ethnicity (as defined by the Census)</i>						
Hispanic or Latino	37,577	10.30%	34,202	11.5%	71,779	10.84%
Not Hispanic or Latino	107,984	8.45%	56,306	6.66%	164,290	7.73%

1.c. Labor Force

Unemployment

As of October 2020, the East Bay region had a slightly lower rate of unemployment (7.9% in both Alameda and Contra Costa County) than the state as a whole (9%). The region's unemployment rate more than doubled since March 2020 when it was 3.9%.⁴⁷ According to a national Federal Reserve analysis, COVID-19-caused unemployment is disproportionately impacting workers in the lowest wage quartile.⁴⁸ Wage earners in the lowest quartile are experiencing unemployment above 20%, compared to less than 5% for the highest-wage earners.

⁴⁶ United States Census Bureau, "Poverty Status".

<https://data.census.gov/cedsci/table?q=poverty&g=0500000US06001,06013&tid=ACST1Y2019.S1701&hidePreview=false>

⁴⁷ "East Bay Economic Outlook 2020," *East Bay Economic Development Alliance*, published May 21, 2020,

<https://drive.google.com/file/d/1mB3T8vx56GPxilonuspUipFvEnvDvpdI/view>

⁴⁸ All of the following data is from Lael Brainard, speech on full employment in the new monetary policy framework, January 13, 2021. <https://www.federalreserve.gov/newsevents/speech/brainard20210113a.htm>

White unemployment rates nationwide are at 6%, while Latinx unemployment is 9.3% and Black unemployment is 9.9%. Table 5 provides a snapshot of employment in Alameda and Contra Costa Counties.

Table 5. October 2020 East Bay Labor Force⁴⁹

County	Labor Force	Employment	Unemployment	Unemployment Rate
Alameda	830,900	765,400	65,500	7.9%
Contra Costa	552,600	508,900	43,700	7.9%

In an article published in June of 2020, the U. S. Bureau of Labor Statistics acknowledged that the published national unemployment rate of 13.3% for May of that year was actually closer to 16.4%⁵⁰ It is likely that the unemployment rates identified above are even higher than estimated due to this misclassification.

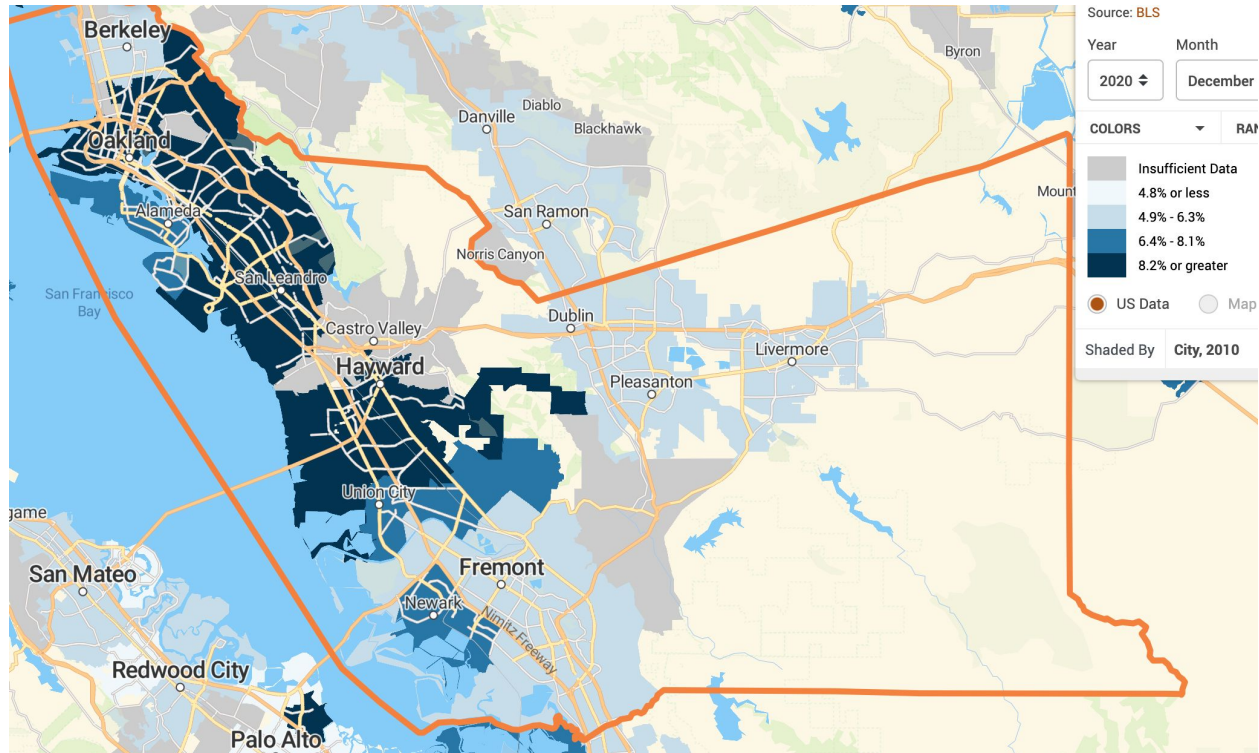
Although the East Bay Region has a lower rate of unemployment than does California, cities within the region have higher rates than the state as a whole. In Alameda County, the highest rates of unemployment are concentrated in the cities of Hayward, Oakland, and San Leandro. Historically, certain ZIP Codes within Oakland and Hayward in Alameda County, and Richmond and Pittsburg in Contra Costa County have experienced disproportionately high levels of unemployment compared to the surrounding region. It is likely that these communities have continued to experience extremely high rates of unemployment during the economic crisis sparked by the pandemic.

The maps that follow provide a sense of the distribution of unemployment across each county in the East Bay region.

⁴⁹ “Monthly Labor Force Data for Counties, October 2020 - Preliminary,” Employment Development Department: Labor Market Information Division, published November 20, 2020, https://docs.google.com/spreadsheets/d/1boqhAzDjefSsxi1sTUijeJDEL_CTO1i/edit#gid=175580821

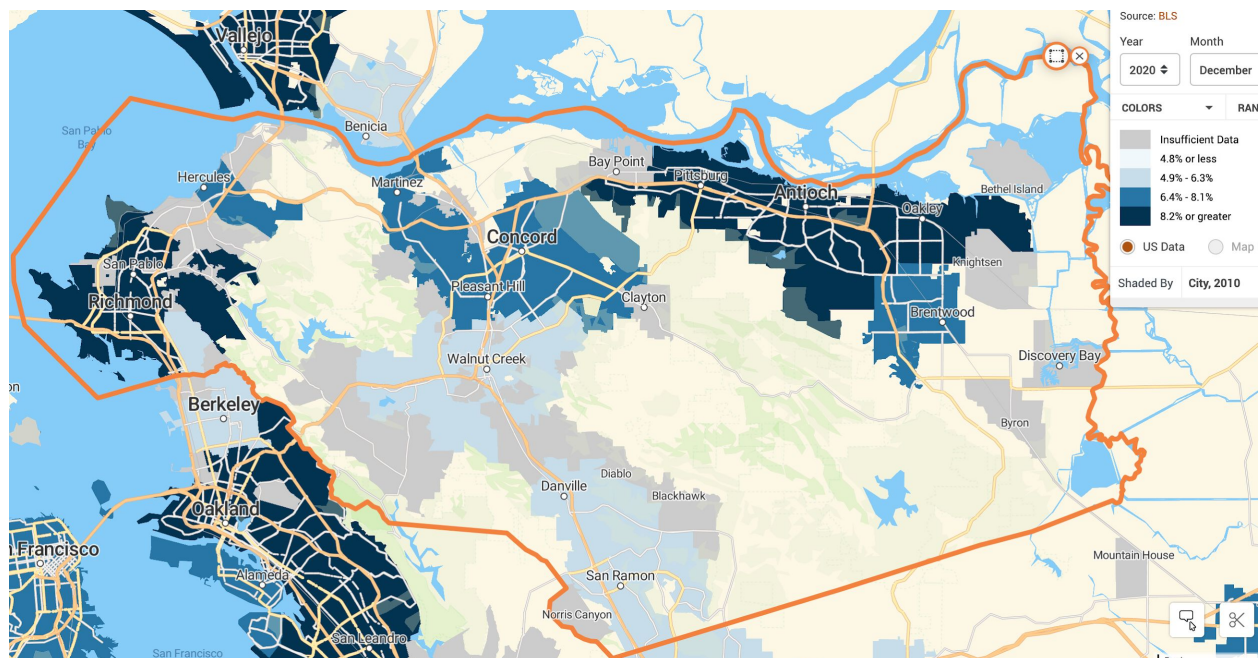
⁵⁰ Update on the Misclassification that Affected the Unemployment Rate, U.S. Bureau of Labor Statistics, June 29, 2020 <https://blogs.bls.gov/blog/2020/06/29/update-on-the-misclassification-that-affected-the-unemployment-rate/>

Figure 11: Alameda County Unemployment Rates: December 2020



In Contra Costa County, the highest rates of unemployment are in the cities of Richmond, Pittsburg, Antioch, and Oakley.

Figure 12. Contra Costa County Unemployment Rates: December 2020



Although the unemployment rates the number of “people who are jobless, looking for a job, and available for work” is an important indicator of a regional workforce, it is also important to consider the labor force participation rate, which provides the “percentage of the population [16 years old and over] either working or actively seeking work.”^{51, 52} In other words, those not counted in the labor force participation rate are, for whatever reason, not participating in the labor force. Along with the 7.9% of unemployed people who are actively looking for work in the East Bay, 32.9% of individuals over the age of 16 in Alameda and 35.2% in Contra Costa have chosen not to participate in the labor market. These numbers are even higher for individuals who are living in poverty, of whom more than half have dropped out of the labor market. As presented in Table 6 below, education appears to be a major protective factor against leaving the labor market, as 34.6% of individuals in Alameda County with less than a high school diploma have dropped out of the labor force compared to only 13% with a bachelor’s degree or more. The numbers are similar for Contra Costa County (32.1% and 15.3%, respectively).⁵³

Table 6. East Bay Labor Force Participation Rate 2019⁵⁴

	Alameda County	Contra Costa County	California
Over Age 16	67.1%	64.8%	63.7%
Under Poverty	45.5%	49.5%	48.5%
< High School Graduate	65.4%	67.9%	65.5%
High School Graduate	75.0%	74.2%	73.1%
Some College or Associates	80.0%	79.2%	73.1%
Bachelor’s Degree or Higher	87.0%	84.7%	85.8%

In November 2020, approximately eight months into the COVID-19 pandemic, the labor force participation rate for California as a whole was 60.5% (39.5% not participating).⁵⁵ According to a national Federal Reserve analysis released in January 2021, “labor force participation for prime-age workers has declined, particularly for parents of school-aged children, where the declines have been greater for women than for men, and greater for Black and Hispanic mothers than for White mothers.”⁵⁶ These statistics demonstrate that the pandemic has not only worsened

⁵¹ “How the Government Measures Unemployment: What are the basic concepts of employment and unemployment?” U.S. Bureau of Labor Statistics, last modified October 8, 2015, https://www.bls.gov/cps/cps_htgm.htm

⁵² U.S. Bureau of Labor Statistics, “How the Government Measures Unemployment” . https://www.bls.gov/cps/cps_htgm.htm

⁵³ “Employment Status: ACS 5-Year Estimates Subject Table,” U.S. Census Bureau, 2019 https://data.census.gov/cedsci/table?q=s2301&g=0400000US06_0500000US06001,06013&tid=ACSST5Y2019.S2301&hidePreview=false

⁵⁴ U.S. Census Bureau, “Employment Status” . https://data.census.gov/cedsci/table?q=s2301&g=0400000US06_0500000US06001,06013&tid=ACSST5Y2019.S2301&hidePreview=false

⁵⁵ “Labor Force Participation Rate for California [LBSNSA06],” U.S. Bureau of Labor Statistics, retrieved from Federal Reserve Bank of St. Louis, February 22, 2021. <https://fred.stlouisfed.org/series/LBSNSA06>

⁵⁶ Lael, Brainard, speech on full employment in the new monetary policy framework, January 13, 2021. <https://www.federalreserve.gov/newsevents/speech/brainard20210113a.htm>

unemployment, but has potentially forced additional people out of the labor force altogether, creating additional strain on communities and municipal services.

Prior to the pandemic (as shown in Table X below), although youth unemployment in the East Bay was lower than the unemployment rate for the state as a whole, Alameda County was facing lower rates of youth labor force participation than the rest of California. In Alameda, 70.5% of 16 to 19 year-olds and only 32.2% of 20 to 24 year-olds were participating in the labor market.

Table 7. Youth Unemployment and Labor Force Participation Rate 2019⁵⁷

	Labor Force Participation			Unemployment		
Age	Alameda	Contra Costa	California	Alameda	Contra Costa	California
16 - 19	29.5%	37%	31%	11.2%	15.6%	18.44%
20 - 24	67.8%	76%	72.7%	7.9%	5.3%	9.2%

1.d. Industry and Occupational Demand

Job Openings

Likely impacted by the pandemic, the total number of jobs in the East Bay Region decreased by 10.5% from October 2019 to October 2020. The leisure and hospitality industry was particularly impacted during that time period, losing 36,700 (30.4%) jobs.⁵⁸ Table 8 below demonstrates....

Table 8. Total Employers, Employees and Payroll for the East Bay Region and California⁵⁹

Area	Total Employer Establishments	Total Employees	Total Annual Payroll (\$1,000)
Alameda	40,508	698,915	\$51,985,434
Contra Costa	24,286	340,960	\$23,960,119
California	954,632	15,223,664	\$1,020,958,926

While there has been a decrease in the region's total number of jobs, the East Bay region still has job openings in a variety of industries. Considering the larger percentage of the population with a low level of formal education (see Workforce Education section above), it might be encouraging that the top 10 occupations with the most projected job openings between 2016 and

⁵⁷ "Employment Status: ACS 5-Year Estimates Subject Table [Table S2301]," U.S. Census Bureau, 2019 https://data.census.gov/cedsci/table?q=s2301&g=0400000US06_0500000US06001.06013&tid=ACST5Y2019.S2301&hidePreview=false

⁵⁸ Employment Development Department, "Monthly Labor Force Data".

https://docs.google.com/spreadsheets/d/1boqhAzDjefSsxi1sTUijeJDEL_CTO1i/edit#gid=175580821

⁵⁹ "COVID-19 Demographic and Economic Resources: US Demographic and Economic Data At A Glance," U.S. Census Bureau COVID-19 Site, last modified January 1, 2021, <https://covid19.census.gov/>

2026 only require a high school diploma or less. However, as shown in Table 9 below, none of these occupations provide wages comparable to the median income (\$92,574 in Alameda and \$93,712 in Contra Costa). Personal care aides were projected to have the most job openings, followed by food workers, cashiers, retail salespersons, and waiters and waitresses. Due to the impact on both the leisure and hospitality and retail industries from the pandemic, it is possible that the demand for these positions will be impacted, at least in the short term future. Out of the occupations with the most projected job openings, personal care aides are the lowest paid (\$24,707 median annual wage) and customer service representatives are the highest (\$41,998).

Table 9. East Bay Job Openings by Occupation 2016 - 2026^{60,61}

Occupational Title	Qualifications	Total Projected Job Openings	Median Hourly Wage	Median Annual Wage
Personal Care Aides	High School diploma or equivalent	82,800	\$11.88	\$24,707
Combined Food Preparation and Serving Workers, Including Fast Food	No credential required	51,000	\$12.18	\$25,325
Cashiers	No credential required	47,950	\$12.46	\$25,909
Retail Salespersons	No credential required	40,880	\$12.92	\$26,880
Waiters and Waitresses	No credential required	32,740	\$13.06	\$27,166
Laborers and Freight, Stock, and Material Movers, Hand	No formal educational credential	29,150	\$15.63	\$32,497
Office Clerks, General	High School diploma or equivalent	27,490	\$18.24	\$37,934
Stock Clerks and Order Fillers	High School diploma or equivalent	22,540	\$13.52	\$28,128
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	No credential required	22,150	\$16.75	\$34,829
Customer Service Representatives	High School diploma or equivalent	21,270	\$20.20	\$41,998

⁶⁰ “Employment Projections: 2016-2026 Local Employment Projections Highlights,” *Employment Development Department State of California*, accessed February 22, 2021
<https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html>

⁶¹ Updated projections that consider the impact of COVID and recovery efforts may look different.

COVID-19 Impact on Job Openings in the East Bay

In contrast to the projections (2016 to 2026) presented above, the San Francisco Bay Center of Excellence for Labor Market Research examined job postings over an eight-month period during the pandemic (March through October 2020). This analysis is reflected in the charts below, which show the types of low-level and mid-level skill jobs in the East Bay with the most job openings over this period on average. Middle-skill jobs are defined as jobs “that require more education and training than a high school diploma but less than a four-year college degree.”⁶² Of the 25 jobs they recorded the most postings for, 19 are considered to require only low- or middle-level skills. Although the “Laborer / Warehouse” worker was the leading job in terms of the number of postings during the period (1,961), the second most prevalent was “Software Developer / Engineer” (1,128), which is considered a high-skill job.⁶³ Overall, low-skill jobs appear to be more resilient during the COVID-19 pandemic than middle skills jobs, with 7,199 low skill job postings versus 4,466 middle skill job postings in the region.

Many similar occupations projected to have the most job openings in the table above are also proving to be resilient during the pandemic, as indicated in the chart below. The “Laborer / Warehouse” occupation, which likely corresponds with the category of “Laborers and Freight, Stock, and Material Movers, Hand” is the most resilient occupation during the pandemic and was also projected to be the occupation with the 6th most openings between 2016 and 2026. Personal care aides were the most projected occupation before the pandemic and are still very prevalent in the region, ranking seventh most common in the Excellence for Labor Market Research’s analysis. Considering the extra demand for cleanliness and sanitation caused by the public health crisis,⁶⁴ it is particularly noteworthy that “Janitors and Cleaners, Except Maids and Housekeeping Cleaners,” which ranked number nine in the projection, does not even appear in the most COVID resilient list. Many of these positions may have experienced a reduced demand because employees are now working from home instead of in office buildings. This is one occupation that could rebound in the near future, especially as workers return to the workplace while the pandemic continues. “Sales Delivery Driver” makes an appearance on the most resilient list, but was not projected at all before the pandemic, which is likely the result of the increasing number of Americans buying goods online during the pandemic.⁶⁵

⁶² “Research: Middle Skills,” *Harvard Business School*, accessed February 22, 2021
<https://www.hbs.edu/competitiveness/research/Pages/middle-skills.aspx>

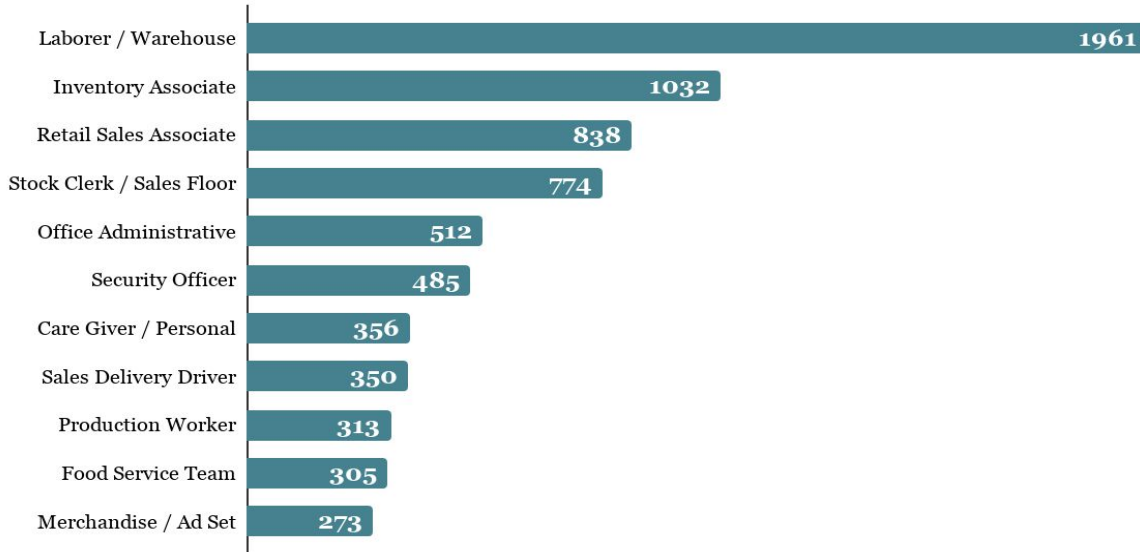
⁶³ “San Francisco Bay Center of Excellence for Labor Market Research,” *San Francisco Bay Region: LMI News & Updates*, published December, 2020 <https://sites.google.com/baccc.net/coe>

⁶⁴ Dan Biewener, “Janitorial Services Face Explosive Demand Due to COVID-19. Are You Ready?” *Fundbox*, March 24, 2020 <https://fundbox.com/blog/covid-19-janitorial-demand-rise/>

⁶⁵ “Exclusive Data: Twenty-Five Percent of Consumers Say Retail, Online Grocery Digital Shift Will Stick” *PYMNTS*, June 4, 2020 <https://www.pymnts.com/coronavirus/2020/the-great-reopening-doubling-down-on-digital-coronavirus-ecommerce-contactless/>

Figure 13: Low-Skill Job Openings March to November 2020

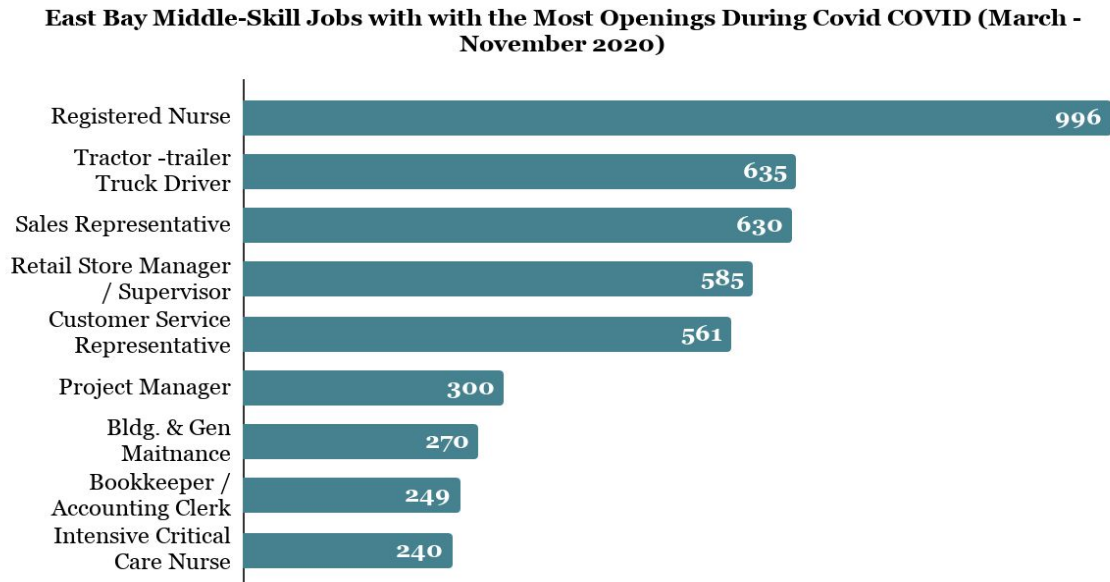
East Bay Low-Skill Jobs with the Most Openings During COVID (March - November 2020)



Overall, middle skill jobs comprised 5 out of the top 10 job postings during the pandemic.⁶⁶

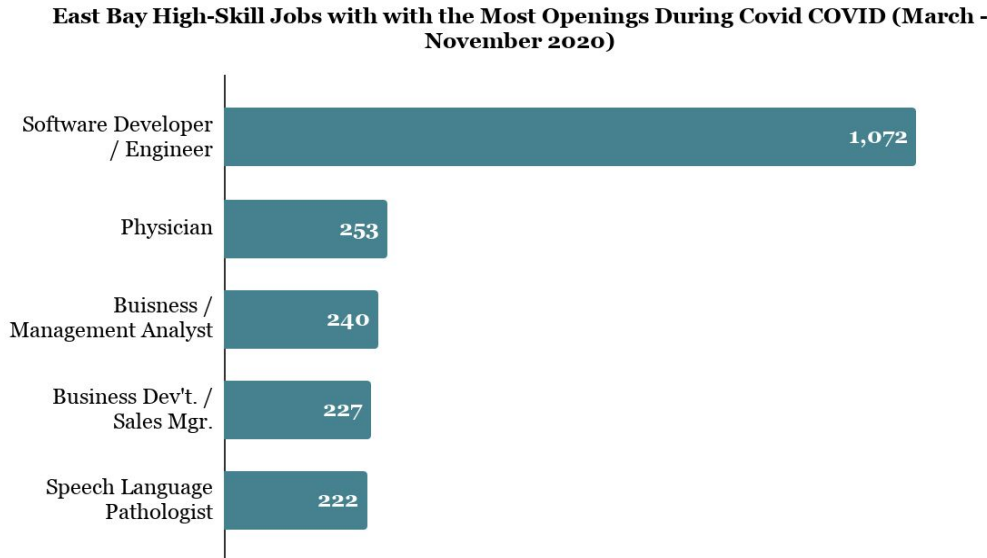
⁶⁶ “San Francisco Bay Center of Excellence for Labor Market Research,” *San Francisco Bay Region: LMI News & Updates*, December, 2020, <https://sites.google.com/baccc.net/coe>

Figure 14: Middle-Skill Job Openings March to November 2020



Software Developer / Engineer was the only high-skill job in the top 10 job posting.⁶⁷

Figure 15: High Skill Job Openings March to November 2020



Fastest Growing Occupations

Looking forward, wages for the fastest growing occupations are much higher compared to wages for the current most common jobs. Although many of the fastest growing occupations only

⁶⁷“San Francisco Bay Region: The Labor Market in 2020,” *Centers of Excellence for Labor Market Research*, accessed March 1, 2021, <https://sites.google.com/baccc.net/coe>

require at the most an Associates or postsecondary non-degree award, educational requirements for these occupations are substantially higher than the current most common occupations, which only require at most a high school education. Table 10 below demonstrates the wages for the region's fastest growing occupations. Across these 10 occupations, the average median wage (excluding Medical and Clinical Laboratory Technicians) is \$40,263.

Table 10. East Bay Fastest Growing Occupations (2016 - 2026)⁶⁸

Occupation	Qualifications	Change	Median Hourly Wage	Median Annual Wage
Solar Photovoltaic Installers	High school diploma or equivalent	120.80%	\$18.94	\$39,401
Cabinetmakers and Bench Carpenters	High school diploma or equivalent	50.90%	\$17.90	\$37,237
Diagnostic Medical Sonographers	Associate's degree	42.90%	\$48.02	\$99,881
Medical Assistants	Postsecondary non-degree award	38.30%	\$18.89	\$39,283
Emergency Medical Technicians and Paramedics	Postsecondary non-degree award	37.60%	\$19.35	\$40,263
Surgical Technologists	Postsecondary non-degree award	34.90%	\$31.19	\$64,868
Respiratory Therapists	Associate's degree	33.60%	\$41.68	\$86,711
Medical and Clinical Laboratory Technicians	Associate's degree	33.00%	NA	NA
Home Health Aides	High school diploma or equivalent	32.80%	\$13.20	\$27,454
Magnetic Resonance Imaging Technologists	Associate's degree	31.10%	\$41.55	\$86,426

Middle-Skill Jobs

Middle-skill jobs, “those that require more education and training than a high school diploma but less than a four-year college degree”⁶⁹ are abundant in the East Bay region. The region's

⁶⁸ “Employment Projections: 2016-2026 Local Employment Projections Highlights,” *Employment Development Department State of California*, accessed February 22, 2021

<https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html>

⁶⁹ “Research: Middle Skills,” *Harvard Business School*, accessed February 22, 2021

<https://www.hbs.edu/competitiveness/research/Pages/middle-skills.aspx>

large number of people with some college experience or an associate's degree have plenty of potential job opportunities. Table 11 below provides job opening information for the Bay Area as a whole. The occupation title category of bookkeeping, accounting, and auditing clerks have the most job openings out of the region's top 20 occupations with the most openings and the ninth highest wages (\$54,468). is the average median annual wage across the top 20 middle skill occupations which have the most job openings in the East Bay occupations is \$51,412.

Table 11. Bay Area Top 20 Middle Skill Occupations By Total Job Openings (2016-2026)⁷⁰

Occupational Title	Total Projected Openings	Median Hourly Wage	Median Annual Wage
Bookkeeping, Accounting, and Auditing Clerks	14,825	\$26.19	\$54,468
Teacher Assistants	13,662	NA	\$39,704
Nursing Assistants	11,265	\$19.88	\$41,351
Heavy and Tractor-Trailer Truck Drivers	10,355	\$23.82	\$49,548
Medical Assistants	8,959	\$22.18	\$46,139
Preschool Teachers, Except Special Education	5,308	\$20.31	\$42,239
Dental Assistants	5,113	\$21.65	\$45,039
Automotive Service Technicians and Mechanics	5,035	\$25.62	\$53,276
Computer User Support Specialists	4,435	\$33.93	\$70,576
Licensed Practical and Licensed Vocational Nurses	4,426	\$32.50	\$67,595
Manicurists and Pedicurists	4,373	\$13.41	\$27,894
Hairdressers, Hair Stylists, and Cosmetologists	3,991	\$15.02	\$31,244
Paralegals and Legal Assistants	2,575	\$29.59	\$61,552
Massage Therapists	2,532	\$23.36	\$48,598
Telecommunications Equipment Installers and Repairers, Except Line Installers	2,353	\$33.05	\$68,738
Electrical and Electronics Engineering Technicians	2,301	\$31.25	\$64,990
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,041	\$34.18	\$71,110
Web Developers	1,913	\$47.08	\$97,923
Emergency Medical Technicians and Paramedics	1,833	\$17.00	\$35,349
Computer Network Support Specialists	1,531	\$38.97	\$81,061

⁷⁰ "Employment Projections: Supply and Demand Tool," Employment Development Department State of California, accessed February 22, 2021, <https://www.labormarketinfo.edd.ca.gov/geography/supply-and-demand-tool.html>

Industry Trends

Table 12 below provides estimates of 2016-2026 growth in several core industries in the East Bay. Given the disruption to the leisure and hospitality industry caused by the COVID-19 pandemic, the projected growth of this industry is unlikely without significant public investment as part of COVID recovery efforts. Out of the jobs that are considered most vulnerable to layoff in the U.S. during the COVID-19 pandemic, food and beverage jobs are ranked the most vulnerable and travel and attraction-related jobs are the sixth most vulnerable to layoffs.⁷¹

In the short term, there is potential for the other industries listed below to also be negatively impacted. While healthcare was predicted to be the industry with the most growth between 2016 and 2026, in May of 2020, the American Hospital Association predicted major revenue loss within hospitals due to canceled surgeries and increased cost of protective equipment. This loss of revenue may reduce industry growth, at least in the short term.⁷²

Table 12. Top 5 Industries with Projected Growth in the East Bay by 2026⁷³

Industry	Percent Increase	2020 Estimate	2026 Estimate
Healthcare	14%	174,200	198,582
Professional, Scientific, and Technical Services	10.8%	101,600	112,607
Construction	12.2%	77,200	86,597
Manufacturing	9.1%	99,700	108,760
Leisure and Hospitality	6.9%	120,000	128,306

1.e. Employer Needs

Skills

Average monthly job postings in the Bay Area between March and November 2020 revealed that by far the most in-demand skill is “customer service and contact” which is posted 58% more frequently than the second leading skill (scheduling). Because of the increasing sanitation and public health concerns of the pandemic, skills such as cleaning and patient care have the potential to rise in demand. While some of the highest demand skills appear to be those requiring a limited amount of training, others include highly specific training in a particular kind of computer software, for example. Table 13 below shows the number of job postings in the Bay Area from March to October of 2020 that identified the need for a specific skill, provided by the Centers of Excellence for Labor Market Research.

⁷¹ “Aligning Contra Costa’s Workforce with the Regional Economy: Labor Market Analysis to Guide Local Workforce Strategies,” *Contra Costa County Workforce Development Board*, September 29, 2020, 7.

https://drive.google.com/file/d/16ljBVGdu_5A4juKOHArhl9kV1ma7QNwh/view

⁷² “Hospitals and Health Systems Face Unprecedented Financial Pressures Due to COVID-19,” *American Hospital Association*, May, 2020 <https://www.aha.org/guidesreports/2020-05-05-hospitals-and-health-systems-face-unprecedented-financial-pressures-due>

⁷³ “East Bay Economic Outlook 2020,” East Bay Economic Development Alliance, published May 21, 2020, <https://drive.google.com/file/d/1mB3T8vx56GPxjlonuspUipFvEnvDvpdI/view>

Table 13. Bay Area In-Demand Specialized Skills (Monthly Average Postings March - October 2020)⁷⁴

Skill	# of Postings	Skill	# of Postings
Customer Service and Contact	22,167	Staff Management	4,492
Scheduling	13,978	Accounting	4,342
Sales	10,940	Lifting Ability	3,726
Java / Javascript	10,777	Product Management	3,597
Project Management	9,965	Patient Care	3,577
Budgeting	9,126	Merchandising	3,509
Python	7,100	Linux	3,447
SQL	6,407	Product Sales	3,341
Software Engineering	5,965	Business Development	3,320
Quality Assurance and Control	5,720	Salesforce	3,250
Retail Industry Knowledge	5,436	Data Analysis	3,230
Repair	5,205	Product Development	3,125
Software Development	4,899	Cardiopulmonary Resuscitation	3,103
Teaching	4,652	Data Entry	3,023
Cleaning	4,633	Administrative Support	2,944

Credentials / Certificates / Licenses

East Bay employers' requirements vary considerably depending on the specific industry, organization, position, and task needed to be performed.

In manufacturing, there are numerous trainings specifically for welding, machining, hydraulics, pneumatics, electronics, and carpentry. More generally, training in process technology can be completed to assist workers in a range of roles, such as refinery operator or food equipment operations. At most manufacturing companies in the region, specific credentials are usually not required before entering the organization.

In healthcare, requirements associated with specific positions are more clear. Emergency Medical Technicians (EMT), behavioral health technicians, and community health workers, for example, are only required to have a high school diploma. Numerous positions require high school diplomas and certificates based on completion of course work and required clinical hours, such as medical and dental assistants. Respiratory technicians are required to obtain an associate's degree at a minimum, and are advised to also have a bachelor's. Pharmacy technicians also require an associate's degrees at a minimum. For imaging positions such as X-

⁷⁴ "San Francisco Bay Region: The Labor Market in 2020," Centers of Excellence for Labor Market Research, accessed March 1, 2021, <https://sites.google.com/baccc.net/coe>

ray technicians, an associates degree is required. A bachelor's degree is required for both nuclear technicians as well as mammography technicians.

More advanced healthcare positions such as clinical lab scientists and physical therapists require both a master's degree as well as certain high level certifications. In many cases, physical therapists are now also required to have a doctoral degree.

Due to the COVID-19 pandemic, contact tracer positions have become increasingly in demand. The CDC offers training for those interested in becoming a contact tracer.⁷⁵

Employers

The East Bay is home to a range of different industries and successful private and public sector organizations. The public sector, health, energy, manufacturing, and retail industries are all represented in the region, as shown in the table of major regional employers below.

Table 14. Major East Bay Employers⁷⁶

Alameda County	Contra Costa County
<ul style="list-style-type: none"> Alameda County Law Enforcement Alameda County Sheriff's Office Alta Bates Summit Medical Center BART (San Francisco Bay Area Rapid Transit) Bayer Health Care California State University East Bay East Bay Municipal Utility District (EBMUD) Grifols Diagnostic Solutions Highland Hospital Kaiser Permanente Oakland Lawrence Berkeley Lab Lawrence Livermore National Laboratory Lifescan Incorporated Tesla Incorporated Transportation Dept-California UCSF Benioff Children's Hosp University of California Berkeley Valley Care Health System Washington Hospital Healthcare Western Digital Corporation 	<ul style="list-style-type: none"> BART Bio-Rad Laboratories Inc. Broadspectrum Americas California & Hawaiian Sugar Company, Inc. Chevron Corporation Chevron Research & Technology Chevron Richmond Refinery Contra Costa Regional Medical Center Job Connections John Muir Health Concord Med John Muir Medical Center Kaiser Permanente Antioch Med Kaiser Permanente Walnut Creek La Raza Market Martinez Medical Offices Nordstrom Robert Half International San Ramon Regional Medical Center Santa Fe Pacific Pipelines Shell Oil Prod US Martinez St Mary's College Sutter Delta Medical Center Tesoro Golden Eagle Refinery US Veterans Medical Center USS-Posco Industries

⁷⁵ "Contract Tracing," *Centers for Disease Control and Prevention*, last modified November 10, 2020, <https://www.cdc.gov/coronavirus/2019-ncov/php/contact-tracing/index.html>

⁷⁶ "Major Employers in California," Employment Development Department State of California, last modified January, 2019, <https://www.labormarketinfo.edd.ca.gov/majorer/MajorER.asp>

2. Fostering Demand-Driven Skills Attainment Regional Sector Pathways

2.a. Developing Sector Initiatives for In-Demand Industry Sectors and Occupations

Supporting Sector Initiatives

The EBRPU has played a key role in the development of in-demand industry sector initiatives in the East Bay Region and the Greater Bay Area that have made an impact by facilitating connections between employers in these sectors, fostering communication between employers and the workforce, and developing training opportunities that prepare job-seekers for success. The EBRPU's Regional Organizer functions as a central point of contact between the region's industry partnerships, identifying collaborative opportunities, facilitating coordination and managing grants related to strategic initiatives.

The EBRPU is currently working closely with two mature partnerships in the manufacturing and health sectors: the Association of Manufacturers Bay Area (AMBAYArea) and the East Bay Health Workforce Partnership (EBHWP). As indicated in the narrative that follows, the EBRPU has an extensive history of engagement with both of these partnerships, providing financial and infrastructure support, networking, and thought leadership in the development of these efforts. One of the EBRPU's key contributions to these initiatives has been the development of career navigation tools and the creation of training programs for in-demand occupations. In addition, the EBRPU helps to advance the sector initiatives in the region by providing directors of these partnerships with a forum with career centers to share LMI data, answer questions, and discuss training opportunities.

In addition to these endeavors, the EBRPU has a history of involvement in regional information and communications technology sector initiatives that have the potential for renewed activity. This work is also described below. The EBRPU continues to explore the potential reinvigoration of these initiatives, as well as to seek out new areas in which sector initiatives can be fostered.

Advanced Manufacturing

The **Association of Manufacturers Bay Area** (AMBAYArea) includes approximately 60 dues-paying employer partners from the nine county Bay Area, with many more engaged through events and communications. The primary focus of the collaborative is to ensure that manufacturing thrives in the Bay Area. The EBRPU has been engaged with and actively supported AMBAYArea since its inception. AMBAYArea has pursued an array of strategies and activities focused on increasing awareness of and expanding access to career opportunities in advanced manufacturing, aligning available training activities with employer demand, and linking manufacturing employers with prospective employees.

With the support of the EBRPU, AMBAYArea has developed a Manufacturing Ambassador Program to connect manufacturers with students, parents, and educators and increase public awareness of career opportunities in manufacturing. The program selects manufacturing employees who are comfortable with being in a public role to provide presentations to groups of students and others about the benefits of a career in manufacturing. Ambassadors share the story of their choice to train for their specific job, what kind of post-secondary education and training they pursued, and what their current job includes. They are also trained to provide more general information about the variety of career opportunities in manufacturing and what the job market looks like. The Manufacturing Ambassador Program is funded by the EBRPU,

and conducted in partnership with the region's Workforce Development Boards, Bay Area Community Colleges, Bay Area LEEDS (Linking Education and Economic Development Strategies), The Manufacturing Institute, Earn & Learn, and Bay Area schools.

The regional Earn and Learn initiative, which began as a project of the Workforce Development Board of Contra Costa County, also partners with AMBayArea, providing a customer relationship management (CRM) platform that links Local Workforce Boards, K-12 schools and community colleges with work-based learning opportunities in the advanced manufacturing sector.

In the area of access to sector based opportunities, Local Workforce Boards have also participated in a Women in Manufacturing program launched by AMBayArea, which hosted a symposium attended by over 100 participants in February of 2020. The focus of the symposium was on promoting careers in manufacturing to women, sharing career pathway information for these occupations, and offering networking opportunities for professional advancement and entry into the field. AMBayArea has also offered Manufacturing Day and annual Manufacturing Week events to increase awareness of advanced manufacturing careers, which have been participated in by the Local Boards in the East Bay region. AMBayArea sources employers to participate in these events for K12 and community college students.

A key activity of AMBayArea prior to the advent of COVID-19 was the sponsorship of an annual summit that brought together employers and other project partners around employer-driven workshop tracks, which included workforce development. The EBRPU and its Local Boards have played an important role in driving the workforce development-related content of these summit events. AMBayArea is exploring the possibility of future delivery of these summits virtually or through a combination of virtual and in-person.

In 2020, after a highly successful tenure leading the partnership from an idea to a self-sustaining, industry-driven organization in partnership with the region's workforce and economic development entities, AMBayArea's founding Director stepped down. He was succeeded by the Bay Area Community College Consortium's Regional Director of Employer Engagement for advanced manufacturing. The new Director had previously served on the AMBayArea Board and was a long-time collaborator with EBRPU partner Boards, enabling a smooth transition and even deeper partnership between workforce development, industry and community college and high-school partners.

Health

The **East Bay Health Workforce Partnership (EBHWP)** is an employer-led initiative carried out with the support of community and education leaders, which seeks to meet current and future workforce needs of healthcare employers, to expand employment opportunities for local workers, and strengthen the regional economy. The EBHWP employs a range of strategies to achieve these goals:

- Increase and diversify the pool of qualified health workers and secure jobs to meet regional demands
- Align the needs and priorities of employers in health profession education and training programs
- Systematically increase work based learning opportunities for K-16 and health professions students
- Build a data-driven rationale for changing current systems, infrastructure development and sustaining healthcare workforce initiatives
- Develop and advocate for policy solutions that eliminate barriers to increase workforce

and education capacity, investment and sustainability

The EBHWP also seeks to implement more specific internship and training opportunities in the healthcare field. These include: identifying opportunities for youth internships with industry partners; support for growing healthcare training opportunities in behavioral health, medical assistant, dental assistant, phlebotomy, emergency medical technician, and pandemic-related employment; and supporting outreach and recruitment for regional training opportunities. The EBHWP has begun to develop apprenticeship models and has taken leadership in designing training programs for contract tracers and community health workers in response to the COVID-19 crisis.

The EBRPU has provided direct funding to the EBHWP for project staffing and has played an active role in implementation of project activities.

Information and Communications Technology

The EBRPU has had past engagement with the East Bay Information Communication Technology Partnership (EBICTP), now **Bay ICT**, which launched in 2016 and is made up of regional business leaders and community partners focused on promoting economic growth in the East Bay region through the ICT sector. Historically, the partnership has included employer partners that are leaders in their fields and have a commitment to serving as industry champions for the work of the initiative. An important part of the work of what is now Bay ICT has been to document career pathways, with a particular focus on connecting disadvantaged populations and youth to ICT career opportunities. The EBRPU has been a key partner in this work, along with community based organizations, community colleges, and other institutions and organizations that serve job seekers who might not traditionally be exposed to the career opportunities in the ICT sector.

Bay ICT has also collaborated with the California Community Colleges Bay Area Center of Excellence based at San Francisco City College to access Burning Glass data to better understand the diverse sectors in the ICT field. This labor market information is then validated and enhanced by partnership member companies to inform strategy.

Bay ICT has focused on three key initiatives: 1) Defining a new set of skills for the ICT workplace, which includes both technical and non-technical skills, knowledge, and abilities; 2) Shifting to an experiential learning model, that gives students much more workplace experience and a curriculum focused on problem solving and collaboration, which will require a deeper collaboration between ICT-intensive businesses and education and training institutions and programs; and 3) Building new awareness and attracting more people to ICT careers, using creative approaches and representatives to create a much more diverse workforce.

Based on long-standing feedback from stakeholders, including Workforce Boards, Bay ICT's community college partners have begun developing and offering short-term, flexible training programs for in-demand occupations across sectors that are better aligned to the needs of job seekers, career changers, and incumbent workers. This is a promising trend championed by the partnership. To further enable accessibility, these trainings are registered on the State's Eligible Training Provider List, allowing individuals enrolled in WIOA services access to funding for training.

Additional EBRPU Strategies and Activities to Support Sector Pathways

The EBRPU is actively working on strategies in which it has a unique role to play in supporting the growth and development of sector pathways in the region. One key area of this work is related to building systems and infrastructure to connect Career Center referrals to sector opportunities in a timely manner. The number and diversity of the network of EBRPU's workforce-related partners represents a unique resource. The multiple America's Job Center of California (AJCC) sites in the region offer a prime mechanism for direct referrals to training and employment opportunities in manufacturing, health, and other in-demand sectors.

An important area of future support from the EBRPU will be the provision of enhanced data on the outcomes of people referred to sector-related activities, which will be carried out with the next round of Regional Plan Implementation funding. Tracking this data (which includes information such as participant completions, certificates, job placements, etc.) more closely will facilitate review of different components of each sector-based partnership to determine what elements are working effectively and where changes need to be made. By incorporating data related to race and gender, the EBRPU will bring an equity lens to this effort, supporting each partnership in ensuring that women and communities of color are obtaining the same opportunities as other individuals in achieving access to sector-based training and employment.

The EBRPU also intends to expand its contribution to the success of these initiatives by developing a more robust system of conveying LMI data to career systems networks and partners. Through its close collaboration with the California Employment Development Department (EDD), and the qualitative and quantitative data provided by the California Community Colleges-Bay Area Center of Excellence, the EBRPU has the capacity to collect, organize, and share labor market data relevant to employers and job-seekers in a timely fashion, facilitating decisions that are well aligned with market conditions in a rapidly changing economy.

2.b. Increasing Access to Training and Education Aligned with the Regional Labor Market

The EBRPU will continue to provide financial and strategic development support for workforce training and education in sectors with significant demand in the regional labor market, and work to expand participant access to these resources. The EBRPU is well-positioned to pursue this goal, grounded in its access to data regarding trends in the regional labor market and its history of convening and mobilizing partners that include employers, labor, education and training providers, nonprofit service agencies, local government, and economic development entities. The subsections below identify current and anticipated efforts in the key sectors in which the EBRPU is actively engaged.

A key strategy identified by the EBRPU in its Regional Plan Implementation 4.0 framework is the development of mechanisms to *enhance the tracking of data regarding training* developed by or in partnership with regional industry partnerships and other priority sectors across the region. This work could include identifying and implementing mechanisms to verify and capture training activities associated with the Region's industry partnerships; verifying and capturing service network participant referrals; identifying co-enrollment opportunities; and documenting co-enrollments, completions, and employment by sector.

This activity would help to establish benchmarks for the number of individuals who complete training and/or who obtain industry recognized credentials in the region's identified priority sectors and occupations. This will help to support the Regional Plan Implementation 4.0

strategy of better informing the career service network of trainings in general, and early enough for the workforce system to prepare and refer competitive customers. EBRPU partner Boards would work in concert with the advanced manufacturing (AMBayArea) and health (EBHWP) partnerships described above to implement this data tracking strategy. Additionally, the EBRPU plans to collaborate with the State's technical assistance providers, Jobs for the Future and the Corporation for a Skilled Workforce, to explore viable and relevant regional indicators of success as prescribed by the California State Workforce Development Board.

One of the greatest challenges to expanding access to training and education for in-demand sector employment for those with barriers is the lack of opportunity to continue to earn income during the training process. For this reason, the EBRPU and its partners have prioritized supporting education and training opportunities that enable participants to continue to receive income while they learn.

Advanced Manufacturing

In a move to increase program integration, the Director of AMBayArea also serves as a regional director of employer engagement for the region's community colleges. The EBRPU has contributed Regional Plan Implementation resources to support the implementation of this model, which facilitates a structural integration of industry, workforce development, and community colleges in the region, leading to more efficient, timely systems coordination, alignment, and stakeholder engagement.

In the advanced manufacturing sector, the EBRPU is using Regional Plan Implementation funding to develop and launch a suite of virtual career navigation tools for front line case managers and job seekers. The tools include a career guide that provides rapid access to information on job functions, skill requirements, training and education opportunities, and career options in in-demand manufacturing occupations in the region. The accompanying online course catalogue includes a robust inventory of industry-validated trainings along pathways articulated in the career guide. Its intuitive search functions allow users to filter training by job type, duration, cost, and format, as well as by provider, including community colleges and adult schools.

AMBayArea is in the process of designing trainings to build workforce system capacity to use these virtual tools. In collaboration with AMBayArea, EBRPU is also exploring opportunities to register promising virtual trainings on the State's ETPL. These resources were intentionally designed for portability and transfer, to be used in any geography and for any industry sectors.

The Career Guide and Catalogue will serve as a resource and case management tool for workforce development counselors in the region, helping determine if clients are interested in a career in manufacturing, and then enabling them to narrow down their search to a specific job area and the training available. Sector employers will also use the new resources to promote professional development and training for incumbent workers. The Career Guide and Catalogue will help: inform the regional workforce system on the key skills and abilities employers seek for in-demand jobs; provide clear pathways to careers; and offer a clearinghouse of training offerings including those offered virtually or in-person by industry recognized training providers, community colleges, and adult schools.

Health

The EBRPU's work with the EBHWP seeks to advance access to training and education for the health sector in multiple ways. Two of the key priority areas identified by the EBHWP explicitly

address the importance of strengthening access to training and education aligned with the needs of the health field. The first seeks to “increase the alignment of healthcare education and training with employer needs – especially regarding shifting competencies, demand, and new models for delivering care.” This priority is to be carried out through examining the changing competencies in occupational pathways by fostering cross-system discussions on the changing landscape of regional delivery systems and their impact on workforce demand, competencies, and training systems. Educators, Workforce Development Boards, and workforce service providers are essential participants in this conversation.

An additional priority for the EBHWP aims to “systematically increase work-based learning (WBL) opportunities in healthcare for K-16 and health professions students.” Activities to achieve this priority include: mapping and coordinating regional and sub-regional health pathway initiatives and mechanisms for WBL; support for the development of infrastructure to simplify the processes for employers to provide WBL opportunities for K-16 students; fostering a discussion with CEOs and human resources (HR) leadership of health employers to identify WBL incentives and models that could exist inside institutions and facilitate cultural shifts; and identifying emerging promising practices to move community colleges and four-year graduates into health fields using WBL and targeting gaps in the pipeline. These are all strategies in which the EBRPU can make an important contribution.

Supporting Work-Based Learning

The EBRPU has been able to leverage important support for work-based learning opportunities through AMBayArea's Ambassador program, described above, and EBHWP's leadership role in developing robust pathway program partnerships in both Alameda and Contra Costa counties. The Ambassador program sources and trains diverse early career professionals to serve as industry ambassadors for K-12 and community college students and teachers. Prior to the COVID-19 pandemic, the program provided in-class presentations and on-site factory tours, as well as other career exposure opportunities. The program also provides externship opportunities for educators to increase their capacity to provide meaningful, industry-informed and career relevant experiences for their students. Due to the prohibition of in-person engagement during the pandemic, the program has been redesigned to accommodate virtual presentations. The previous programming will resume when schools reopen and employers are sufficiently stabilized to allocate the necessary staffing resources.

The EBHWP has offered leadership by providing education and training partners with up-to-date LMI for the health sector, sourcing work-based learning opportunities, summer internship programs, and other opportunities. The EBHWP has also identified new career path opportunities into healthcare through contact tracing and community ambassadors, and developed robust pathway program partnerships in both Alameda and Contra Costa counties. It has also successfully secured ETP funding for training cohorts in collaboration with health care providers.

Prior to the pandemic, the EBHWP was instrumental in sourcing clinical opportunities to fulfill training requirements for in-demand occupations as part of training pathways supported by the partnership, and sponsored a robust summer internship program. EBHWP has convened other regional industry partnerships to identify points of alignment, pursue programmatic efficiencies, and other opportunities for learning.

The EBRPU also continues to contribute to the Earn and Learn regional work-based learning initiative, specifically to leverage their CRM tool to source work-based learning opportunities

through AMBayArea. The EBRPU will continue to explore opportunities to partner and integrate programs.

2.c. Training and Education Leading to Industry-Recognized Post-Secondary Credentials

There are numerous points of connection between the EBRPU and the regional community college infrastructure, specifically the Bay Area Community College Consortium (BACCC), the Bay Region Center of Excellence, and the California Community College District Regional Directors for Employer Engagement. For the past 10 years, the region has invested heavily in regional industry partnerships. This work began with a Department of Labor Trade Adjustment Assistance Community College and Career Training (TAACT) grant that aligned the collaborative work of the region's community colleges, Workforce Development Boards, economic development entities, and K-12 institutions and continues to anchor and guide their partnerships to this day.

As previously introduced, the EBRPU has provided seed and sustainability funding to several of the region's priority sector industry partnerships in advanced manufacturing, healthcare, and ICT. AMBayArea and Bay ICT are both managed by locally hosted California Community College District Regional Directors for Employer Engagement, who also work closely with the Region's Center of Excellence for labor market research and analytics. The EBRPU has played a role in facilitating coordination across these industry and post-secondary partners.

Through these channels, the EBRPU and the regional community college system strive towards regional information sharing, plan coordination, resource alignment, and strategic partnerships. The BACCC hosts monthly Regional Engagement / Adult Career Pathways meetings in which the EBRPU Regional Organizer and Board management staff participate. During the COVID-19 pandemic, these meetings have been a venue for cross-system information sharing, learning, and adaptation. Based on longstanding feedback from workforce and other system partners, the region's community colleges have begun to offer short-term, flexible course offerings, including virtual and asynchronous courses for credit, for in-demand jobs in the region's priority industry sectors. Further, many courses will be qualified for eligible training provider lists, allowing for systems alignment and the removal of barriers for participants to take advantage of critical education and training that can enable access to higher quality jobs and economic mobility.

The EBRPU will seek to continue and expand collaboration with post-secondary workforce training that is fully aligned with the changing needs of employers and job seekers, and ensures the credentials provided by post-secondary institutions are industry-recognized, portable and stackable. An important part of the EBRPU's agenda for this work is supporting the alignment of training commitments in order to move people toward better quality jobs.

The Manufacturing Career Guide and Online Manufacturing Course Catalog are a notable example of EBRPU and community college collaboration. These virtual resources for advanced manufacturing were developed by the Bay Region's Director for Employer Engagement in collaboration with the EBRPU Regional Organizer and key stakeholders with regional workforce funding. The EBRPU intends to use the lessons learned from this very successful work to inform future activities in other sectors.

The EBRPU also supports information sharing through HOTJOBS, an EBRPU-administered communication network connecting over 300 workforce and education professionals in the East Bay. This venue provides the opportunity to share training opportunities, job openings, and other information related to the intersection of workforce, education, and training providers.

Adult Schools

There are four adult education consortia in the East Bay, each of which serves a subset of the full geography of the region and operates with different structures. As a result, EBRPU Local Boards primarily engage the adult schools on a sub-regional and local level. Historically, there has been regional coordination on regional career pathway grants and work-based learning initiatives, and the EBRPU will continue to seek out funding for these efforts.

2.d. Improving Program Alignment and Expanding Pre-Apprenticeship and Apprenticeship Opportunities

Apprenticeship has been a continuing topic of conversation in the Region's manufacturing and healthcare industry partnerships. The EBHWP has established a new Home Care Aide Apprenticeship program serving Alameda and Contra Costa Counties in collaboration with its long-term care partners including Senior Helpers. It is anticipated that pre-pandemic labor shortages will continue to persist in many occupations, presenting opportunities to invest in talent development pipelines to fill openings especially as baby boomers retire. Apprenticeship represents a particularly promising strategy for immersing job seekers in a new field. The EBRPU will work with the DIR-DAS and regional partners to explore different approaches to the development of regional apprenticeship and pre-apprenticeship programs in in-demand occupations in the region's priority sectors.

Apprenticeship offers substantial opportunities to advance equity in the workforce by providing access to quality, family-sustaining jobs, and income mobility. It can allow individuals who are unable to forego income to continue to earn a salary while they learn a new profession, or to advance in their existing field. This is particularly important during the present COVID-related economic downturn. Apprenticeships can also offer women and persons of color the chance to overcome barriers by demonstrating their skills in a particular field to potential employers, enabling them to be judged and hired on their merits rather than being excluded based on their identification as part of a particular group.

The EBRPU has been funded to procure consulting services to develop and execute a plan for researching the feasibility of apprenticeship and pre-apprenticeship programs in association with regional industry partnership and employers. While this funding is limited, the scope of this work could include some of the following activities:

- Facilitating meetings with the EBRPU partner Workforce Boards and with additional key stakeholders, conducting interviews, carrying out research, identifying priority occupations (in collaboration with partner employers), stakeholder engagement, interviews, facilitation, convenings, preparing reports, and making presentations;
- Leveraging the extensive work already taking place in region to explore and develop apprenticeship opportunities in key sectors; and
- Leveraging the activities of the California Apprenticeship Initiative (CAI), a project of the Foundation for California Community Colleges in partnership with CA Community Colleges, CA DAS and the California Department of Labor's (DOL) ApprenticeshipUS, which has a particular focus on equitable apprenticeships. The CAI is launching peer learning circles to share best practices related to apprenticeships and pre-apprenticeships across the state.

These activities will help the EBRPU achieve the Regional Plan objective of exploring high road career pathways into quality jobs in regional priority industries.

In order to create scalable models for the development of apprenticeships, the EBRPU is collaborating with a new, youth-focused, non-traditional, credit-bearing, paid pre-apprenticeship pilot program called Boatworks 101. The mission of the program is to train the next generation of craftspeople in the marine industry. To achieve this mission, the program will include a traditional classroom component linked to hands-on training that rotates through multiple employers throughout the East Bay. While this apprenticeship is focused on the marine industry, training will include cross-sector skills in multiple occupations including electricians, diesel mechanics, riggers, carpenters, and composites. The program has received DAS approval, and is included on the ETPL list. Collaboration with this innovative pilot effort will offer the EBRPU the opportunity to identify best practices and lessons learned that can be applied to the establishment of apprenticeship programs in other sectors.

In order to carry out a regional apprenticeship strategy, EBRPU partner Boards could pool resources in support of education and training for target populations. Where feasible, the EBRPU would target ETPL-registered programs to enable access to ITA funds for enrolled participants. This would create the opportunity for co-enrollments, requiring the development of a system to track co-enrollees across systems and capture data on training completion and credential attainment. Collection and analysis of this data could serve as a valuable tool for measuring race and gender equity in relationship to access to valuable apprenticeship opportunities in fields with growing opportunities and good wages.

EBRPU partner Boards continue to work with MC3 (Multi-Core Construction Curriculum) programs in all four Local Areas, which serve as pre-apprenticeships to the building and construction trades. These programs have provided significant opportunities for individuals with barriers to employment to access high-quality family sustaining jobs.

3. Enabling Upward Mobility For Californians

Providing workers and job seekers in the East Bay with the opportunity to improve their economic status and achieve long-term financial stability is a driving principle of the EBRPU. All four Local Boards, along with training providers and partners, are committed to creating a workforce system in the East Bay that promotes equity. This section describes some of the programs, policies, and initiatives that will empower workers, families, and the broader community.

3.a. High Road Workforce System

Criteria for Selecting Employers

East Bay Workforce Boards will continue to prioritize employers based on a number of factors including presence in priority sectors, wages, and the options they provide for career advancement. While specific employer criteria are determined at the Local Board level, it is core to the region's economic justice-based mission to align job seekers with organizations that will allow them to obtain their long term career and financial goals.

Incumbent Worker Training

Training of incumbent workers is an important strategy for enabling upward mobility, and is of particular interest to both employers and employees in the EBRPU's advanced manufacturing and health sector partnerships. It is a primary training service offered in both Alameda and

Contra Costa Counties.^{77, 78} Incumbent worker training is an employment retainment strategy providing training that will result in progression on a career pathway and income mobility.⁷⁹ A key focus of WIOA incumbent worker training is to train individuals with barriers to employment so that they can remain competitive in their current position and increase their contributions to their employer. By focusing on individuals with barriers to employment, local Workforce Boards strive to improve equity in the workforce by increasing the marketable skills of individuals with identified needs. Training can take place within an organization or externally and often takes place in the classroom, in the lab, on the computer, and through video conferencing.⁸⁰

3.b. Equity and Economic Justice

The EBRPU and its member Boards are engaged in a range of structural and systemic efforts intended to promote equity and economic justice in the region's workforce system. This will be a focus on the current round of regional plan implementation funding in tandem with economic recovery planning activities. The goal is to integrate equity into the emerging strategies that the Board will employ during recovery from the COVID-19 pandemic. While the pandemic has required the redirection of resources to address the most urgent issues, it also provides the chance to revisit existing strategies and explore new approaches. Best practices that are identified at the local level will be scaled regionally.

The EBRPU has a number of promising initiatives to draw upon that exist at the local level. In the area of equity in workforce strategies, the Oakland Workforce Development Board is working with the City of Oakland's Department of Race and Equity to develop and integrate equity-focused policies and practices into the local workforce system. On-the-job training is being used by a number of Local Boards as a strategy for enabling training participants with limited income and assets to support themselves while they engage in training. Employment Training Panel (ETP) funds are being used by the Richmond Workforce Development Board (RWDB) to offer paid work experience to students with disabilities, and by the Workforce Development Board of Contra Costa County (WDBCCC) to provide medical assistant training in a partnership with the EBHWP. The Alameda County, Oakland, and Richmond Workforce Boards have developed their own equity strategies around First Source and Local Hire agreements in their jurisdictions. All four of the Local Boards are engaged in the Prison to Employment (P2E) project, which builds upon AB109 realignment in both counties to bring paid work experience and customized supportive services to justice-involved individuals returning to the community.

Racial Equity Dialogue, Capacity Building, and Service Delivery

The East Bay region is beset with significant equity challenges, and local areas have historically responded in particular ways that reflect local dynamics and perceived needs. The Black Lives Matter movement has created a new urgency and openings to reckon with structural and

⁷⁷ "Customized & Incumbent Worker Training Program," Alameda Workforce Development Board, accessed February 24, 2021,

<https://www.acwddb.org/acwddb-assets/img/Customized%20Training%20Flyer.pdf>

⁷⁸ "County Local Plan: For the WDBCCC and Contra Costa County Local Area (2017-2020)," Workforce Development Board of Contra Costa County, accessed February 24, 2021,

https://www.wdbccc.com/wp-content/uploads/2019/12/WDBCCC-Local_Plan_2017-2020.pdf

⁷⁹ "Incumbent Worker Training," *Employment Development Department State of California*, July 2, 2019, 3, https://www.edd.ca.gov/Jobs_and_Training/pubs/wsd19-01.pdf

⁸⁰ "Incumbent Worker Training," *Employment Development Department State of California*, July 2, 2019, https://www.edd.ca.gov/Jobs_and_Training/pubs/wsd19-01.pdf

systemic racism and engage in difficult conversations. EBRPU partner Boards are earnestly engaging with these conversations about how to re-envision policies, practices, and programs that address equity more concretely.

The City of Oakland has taken a leadership role as it relates to local government, race, and equity, and the region could learn from its experience and support, particularly in workforce development. The City has established a Department of Race and Equity, whose mission is to work with all City departments to assess and process dimensions of race, equity, and inclusion in policy, practice, and outcomes. The Oakland Workforce Board has engaged with the Department extensively.

Another important effort that the EBRPU has engaged in regionally is Bay Area Workforce Solutions, a WAF 7.0 funded initiative focused on increasing racial equity across the Bay Area. Bay Area Workforce Solutions brought together a very large and diverse array of collaborators to break down silos and increase economic equity across San Francisco, Alameda, and Contra Costa Counties. Project activities included a series of panels including national thought leaders to discuss and respond to questions regarding strategies designed to close racial and gender income and wealth gaps for the most vulnerable members of the community. The WDBCCC was a convening partner for this effort, and the OWDB provided a presentation at one of the panels on the City of Oakland's groundbreaking equity work.

In the first year of 2021-2024 Regional Plan implementation, capacity building work in the area of equity and economic justice could begin with peer-to-peer learning among EBRPU partner Board Directors including convenings of key stakeholders to explore equity in workforce strategies. Partner Boards could also consider identifying existing policies and programs shown to produce positive outcomes. This could lead to the identification of measures to track dimensions of equity in practices and outcomes across the regional workforce system, and could include adopting policies supporting equity and job quality standards or those that emphasize income mobility.

This activity could create spaces for difficult and necessary conversations and processes within local workforce areas and with EBRPU partners and stakeholders. These conversations, inquiries, and learning exchanges could move the region towards policies that support greater equity and strive to improve job quality. Strategic service alignment could take place where opportunities present themselves.

This racial equity work would support the Regional Plan objective of providing regional system capacity building around race and equity. The Region could develop a plan by which progress would be measured, including collecting existing policies and programs designed to address equity, informational presentations with regional leaders on the topic, peer learning exchanges, convenings, and application of inquiry and other tools created by the City of Oakland Department of Race and Equity. Progress on this activity could be measured by process outcomes.

On-the-Job Training (OJT)

The EBRPU has used OJT as a critical equity strategy prior to and during the pandemic, and will continue to promote this model of training as the economy recovers. Participation in unpaid training and education is often not an option for individuals with barriers to employment. Low wages in comparison to the high cost of living in the East Bay region means that workers cannot forego income and sustain themselves. Providing workers with wages while they are training

enables them to focus on learning new skills while not having to sacrifice income for themselves and their families. Workers are guaranteed a minimum of 32 hours per week and must be paid wages at least those of the current industry standard. After completion, the training employers must offer the employee a regular long-term position with the company.⁸¹

On-the-job training allows for employers to be reimbursed for a portion of a worker's wages while they are in a training period. This training period generally lasts about three months, but is based on a dollar cap and varies by Local Board. Employers are reimbursed up to 50% of hourly wages.⁸² When workers participate in on-the-job training, they have the opportunity to earn wages and learn how to perform tasks at their new place of employment at the same time.

Another way in which OJT wage reimbursements can promote equity is by providing incentives to employers to train and hire individuals with barriers who might not otherwise be considered for employment. An added barrier for many of the individuals within these populations is a lack of work history, something which OJT can help to address. OJT incentive programs include individuals in the following groups:

- Justice involved
- Completing substance use treatment
- Experiencing housing instability or homelessness
- Physical / cognitive disability
- Veterans
- Out of school youth
- Native Americans / American Indians / Indigenous Americans
- Migrant workers

Employment Training Panel

California's Employment and Training Panel is made up of union, business, and government representatives and provides financial assistance for training purposes directly to businesses in collaboration with local Workforce Boards in the East Bay.⁸³ Training efforts provide many traditionally unserved / underserved groups with the skills required to remain competitive in the labor market and obtain high paying and stable employment. Among the goals of the Employment Training Panel is to provide training opportunities for the following:⁸⁴

- Individuals in rural California (including the Central and Imperial Valleys)
- Individuals in urban High Unemployment Areas (HUAs)
- Individuals who are veterans
- Individuals who were formerly incarcerated
- Youth who are considered at-risk of becoming involved in criminal activity
- Individuals who are injured or disabled
- Individuals with other barriers to employment

HUAs are incentivized by the Employment Training Panel to provide training opportunities. For example, training providers in these areas can receive funding without meeting certain

⁸¹ Alameda Workforce, "(OJT)," <https://www.acwdb.org/acwdb-assets/img/Updated%20ACWDB%20-%20OJT%20flyer.pdf>

⁸² "On The Job Training Program (OJT)," *Alameda Workforce Development Board*, accessed February 24, 2021, <https://www.acwdb.org/acwdb-assets/img/Updated%20ACWDB%20-%20OJT%20flyer.pdf>

⁸³ "Employment Training Panel," Home Page, Employment Training Panel, accessed February 22, 2021, <https://etp.ca.gov/>

⁸⁴ "Employment Training Panel 2019-2020 Strategic Plan," *Employment Training Panel*, 2019-2020, https://etp.ca.gov/wp-content/uploads/sites/70/2019/06/ETP19-20_StrategicPlan_Accessible.pdf

requirements necessary to receive reimbursement in other areas of the state.⁸⁵

EBRPU Local Boards have engaged ETP funds in a variety of ways to promote economic equity and justice. The WDBCCC has partnered with the EBHWP to obtain ETP funding to cover the cost of medical assistant training for Contra Costa County residents. The RWDB has collaborated with the West Contra Costa Unified School District and the Department of Rehabilitation over several years to offer workforce training and paid work experience in local businesses for students with disabilities.

First Source and Local Hire Ordinances

Three of the four Workforce Boards in the region have supported the development of, and are engaged with, local hire ordinances in their communities, which leverage the economic power of local government to expand opportunities for local residents to obtain employment with contractors on city-funded projects. The RichmondBuild pre-apprenticeship construction training program works closely with employers who are subject to this ordinance to provide a pathway to construction employment for program graduates. Also in the construction sector, the Richmond and Contra Costa County Boards partner with providers of the Multi-Core Construction Curriculum (MC3), which offers on-ramps into skilled trades in the building and construction sector.

The City of Richmond, the Port of Oakland, and Alameda County as a whole have local hiring policies which mandate a certain percentage of those employed on government-funded construction projects be filled by qualified local residents.^{86, 87, 88} In Richmond, local hiring policies impact not only construction employment but also retail, office, administrative, and other employment in the city. Along with benefiting the employers by facilitating the provision of qualified applicants in response to their labor needs, local hiring also provides needed employment for local residents. Local hiring can be viewed as an anti-gentrification policy by both providing community residents with incomes which will allow them to continue to reside in the community, while preventing new development from attracting outside workers and displacing existing community residents. By reinvesting public works and other local tax subsidies to fund construction projects, local hiring provides further economic development benefits by reinvesting those funds into jobs for local residents.

Supportive Services

A key to delivering supportive services with an equity lens is developing an equity-centered service delivery system design, ensuring that services are as accessible as possible to those who need them and are allocated to different communities in proportion to the need. The Contra Costa Workforce Collaborative (CCWC) model is an innovative approach to the no-wrong-door model of service delivery, which is being adopted by the Alameda County Workforce

⁸⁵ “Employment Training Panel 2019-2020 Strategic Plan,” *Employment Training Panel*, 2019-2020, https://etp.ca.gov/wp-content/uploads/sites/70/2019/06/ETP19-20_StrategicPlan_Accessible.pdf

⁸⁶ “An Ordinance Of The Council Of The City Of Richmond Amending Chapter 2.56 Of The Municipal Code Of The City Of Richmond: Chapter 2.56 Local Employment Program,” The Council of The City of Richmond, accessed february 24, 2021,

<https://www.ci.richmond.ca.us/DocumentCenter/View/1374/Local-Employment-Ordinance?bidId=>

⁸⁷ “Maritime And Aviation Project Labor Agreement (MAPLA) 2016 Social Justice Program,” Port of Oakland, last modified November 8, 2018, 1-32.

<https://www.portofoakland.com/files/PDF/responsibility/CIP%202018-11.pdf>

⁸⁸ “First Source Program,” About Us, Alameda County, CA, accessed February 22, 2021 <https://www.acgov.org/auditor/sleb/sourceprogram.htm>

Development Board (ACWDB) for their most recent service provider Request For Proposals. The OWDB has also used an equity analysis to identify the most impacted communities and aligned resources to meet the need.

Regional workforce development efforts in the East Bay are predicated around an understanding that all workers have unique challenges and needs. Without vital services and resources, workers will not be successful on the job and will not be able to provide their full potential to their employer and society as a whole. The following supportive services are some of the strategies that the region utilizes to empower the region's job seekers and workers:

- Child Care
- Subsidies
- Transportation
- Work Clothing
- Work tools
- Books
- Health Care
- Costs to cover required medical tests (e.g., TB tests)
- Legal Resources
- Emergency Food
- Shelter
- Costs associated with obtaining required documentation or licensing (e.g., California state ID card, state testing, licensing fees)
- Parking permit fees for training purposes at local community colleges

SparkPoint Centers

SparkPoint Centers, an initiative of the United Way of the Bay Area, provide financial literacy education to individuals and families with the aim of helping participants move towards financial self-sufficiency. The Workforce Development Board of Contra Costa County has developed a strong collaboration with SparkPoint to enable individuals who are receiving workforce services to enable them to learn how to improve their income, increase their savings, build assets, and strengthen their credit rating. Because financial literacy is fundamental to the success of so many workforce development program participants, this partnership provides a strategy for other Boards in the region to help participants improve their financial literacy skills.

COVID-19-Specific Supportive Services

The COVID-19 pandemic has had a significant economic impact which has directly affected the financial stability of East Bay workers and job seekers. The region's Workforce Development Boards offer assistance to individuals during this time of increased economic need.

The digital divide has been exacerbated by the pandemic. Access to computers and broadband service, already a challenge for many low income individuals, has suddenly become essential for job search, interviewing, workforce training, and the performance of job-related tasks in many occupations. Local Boards have established programs to lend equipment and offer training to facilitate virtual access for enrolled participants. Delivery of these services is certain to continue to be important in the post-COVID era, due to shifts in employment and work that will persist even after the return of more in-person engagement.

In the East Bay, job seekers who have had wages negatively impacted by the pandemic or individuals who are collecting unemployment insurance payment can qualify for financial

assistance. This assistance can help with payments for the following:^{89,90,91}

- Utility Bills
- Housing Expenses
- Child Care
- Work-related needs (e.g. tools/technology)

Assessing an Equitable Response to COVID-19 in the East Bay

The COVID-19 pandemic has ruptured assumptions about the nature of work and workplaces. It has resulted in global adoption of remote communications and other virtual resources that dramatically impact how the public workforce system will develop policies, service delivery strategies, investment in digital infrastructure, and partnerships. An equity focus will be vital as these are developed, given the scale of unemployment and pre-pandemic labor market trends.

Progress on an equitable COVID-19 response in policy, strategy, and implementation could be measured by process outcomes. The EBRPU could work with a contractor to project manage an equitable response to the pandemic-driven recession. The partner Workforce Development Boards could develop a scope of work with a timeline and deliverables, which could include research, policy review, interviews, facilitating planning sessions, developing scenario frameworks, and synthesizing the project in a final report to the EBRPU partners.

The development of scenario frameworks would assist East Bay Region Local Boards to navigate the near future, individually and as a region. Scenario frameworks would help the partner Boards think about systems, structures, and strategies; policies and programs to address inequitable labor market outcomes; and how to sustain and embed engagement around matters of race and equity in standard operations. This activity would help the region move towards adopting policies that support equity and improved job quality.

Equity Initiatives with Specific Populations

Individuals with Disabilities

Based in Alameda County, East Bay Innovations operates Project Search, a workforce program with the goal of enhancing the transferable skills of individuals with developmental disabilities. Along with a focus on the individual worker, Project Search serves the business community by allowing an untapped labor pool of workers to find employment in local public and private organizations.⁹² The WDBCCC has partnered with East Bay Innovations on a successful Disability Employment Accelerator grant, funded by the California Employment Development Department, to provide workforce development and work experience opportunities for individuals with disabilities.

⁸⁹ “Workforce Development Board of Contra Costa County: Job Seeker Services,” WDBCCC, accessed February 22, 2021, <https://www.wdbccc.com/jobseeker-services/>

⁹⁰ “Laid off? Wages cut? Due to COVID-19 Need help paying Bills?,” Alameda Workforce Development Board, accessed February 24, 2021, <https://www.acwdb.org/acwdb-assets/img/6.%206.15.20%20CERSS%20Flyer%20Final-page-001.jpg>

⁹¹ “Financial Assistance For Eligible Unemployed Oaklanders Impacted by COVID-19,” City of Oakland, accessed February 24, 2021, <https://cao-94612.s3.amazonaws.com/documents/Flyers-Financial-assistance-for-eligible-unemployed-oaklanders-eng-spa-SIG.pdf>

⁹² “Project Search,” Our Services, East Bay Innovations, accessed February 22, 2021, <https://www.eastbayinnovations.org/services/project-search/>

Reentry for Justice-Involved Individuals⁹³

In 2017-18, EBRPU enrolled a total of 3,108 individuals into WIOA-funded staff-assisted services. Of those, approximately 250 (8%) self-reported an offender status at program enrollment.⁹⁴ It is very likely that these numbers are not reflective of the full number of current or former offenders served in the region, as individuals are not obligated to disclose offender status and face stigma about sharing this information.

Justice-involved individuals face fundamental barriers to employment that are often not addressed through traditional workforce development programming. These include lack of access to housing or transportation, difficulties in document recovery, and behavioral health needs. There are 135 organizations within the region's network of publicly-funded, community-based providers serving the supervised population, 48 of which are providing some level of workforce-related services. However, only a handful of organizations provide a continuum of workforce services paired with other support services, and few provide Earn and Learn or on-the-job training opportunities. Addressing this gap using Prison to Employment (P2E) funds will offer justice-involved individuals greater incentives to participate in workforce programs, and a path with fewer barriers and challenges to a sustainable career.

Obtaining a job has the potential to provide not only a source of legitimate income to individuals who were formerly incarcerated, but structure in their lives and daily schedules. The East Bay offers several programs and initiatives to attempt to make the reentry process smoother and produce long-term sustainable results for this vulnerable population. All four Boards in the region have developed partnerships with legal advocacy groups and community-based organizations that are committed to assisting formerly incarcerated individuals secure employment. Key among these reentry initiatives are the following:

Prison to Employment (P2E): Along with all four Local Boards in the East Bay, the EBRPU works with County Probation Departments and the California Department of Rehabilitation and Corrections to implement P2E. Each of the East Bay Region WDBs intends to commit WDB business services staff resources to building employer partnerships and creating a strong infrastructure of support and information-sharing among employers and other P2E partners. In addition to developing new partnerships, P2E is an opportunity to enhance existing employer partnerships through the introduction of paid work experience, subsidized employment, and employer training on best practices for working with justice-involved individuals.⁹⁵

The EBRPU recognizes that partnerships with entities who are experts in addressing the unique needs of justice-involved individuals is crucial to P2E success, as is ongoing training, knowledge sharing, and networking. To this end, each partner Board will mobilize existing service providers with this expertise and conduct procurement processes that comply with local and state procurement standards for employment and training services for justice-involved individuals where services will be procured.

⁹³ "Alameda County Workforce Development Board: Job Seeker Services," *Alameda Workforce Development Board*, accessed February 22, 2018, https://www.acwddb.org/jobseeker_resources.page?

⁹⁴ Each EBRPU Local Board provided data reports from CalJOBS on WIOA clients with formerly incarcerated status.

⁹⁵ "Regional Plan PY17-21 – Two Year Modifications," East Bay Regional Planning Unit, March 15, 2019, 5. <https://www.eastbayworks.com/wp-content/uploads/2019/06/PY17-21-Regional-Plan-Mods-Narrative-v2.pdf>

EBPRU determined that it could best optimize limited P2E resources for the region's justice-involved population by utilizing funding to: 1) cultivate increased coordination and collaboration among partners throughout the region; and 2) address gaps and scale promising existing services within the region's reentry workforce development landscape, specifically by increasing the availability of wrap-around and support services and furnishing more opportunities for paid training and paid work experience. Data reveals low employment retention rates for justice-involved individuals due to numerous potential causes, such as lack of job readiness or poor matching, poor job quality, lack of post-placement supportive services, lack of post-placement career planning, as well as internal client factors. EBRPU Workforce Board partners will utilize P2E resources to support the strategies described above to meet individual needs.

Through the P2E initiative, the EBRPU plans to increase local Workforce Board staff capacity to coordinate existing P2E partners, including with Probation and Community Correction Partnerships, launch a new regional partnership with California Department of Corrections and Rehabilitation Division of Adult Parole Operations, and expand the reentry employer networks that are currently supported by a variety of grants and other funding from federal, state, local, and philanthropic sources. The addition of funding from P2E will help to infuse crucial and timely support that will effectively integrate these efforts into a more coordinated and seamless local and regional service-delivery system that meets the needs of justice-involved populations. Local Board partners have also engaged with an array of programs at the local level to offer workforce services to justice-involved individuals, including:

- Job fairs offered at detention facilities to currently incarcerated individuals. These events include assistance with resume writing, preparation for presentations to employers, and connection of individuals with employers for future employment opportunities.
- AB 2060 Supervised Population Grants have been used to assist individuals transitioning out of prison to “ensure that they have access to training and education, job readiness skills, and job placement assistance.”⁹⁶
- Partnerships with CDCR and County Parole to host monthly Parole and Community Team (PACT) meetings, which include information on available career center resources, WIOA training opportunities, recruitment opportunities, and supportive services.
- Participation by the WDBCCC in the U.S. Department of Labor's Customer-Centered Design Learning Challenge, which included a broad range of partners in the use of a human-centered design approach to developing a pilot tool kit for assisting recently incarcerated individuals.
- The Reentry Success Center, a Richmond-based program that provides workforce development services to justice-impacted individuals and families throughout the county.⁹⁷

Opportunity Youth

The EBRPU recognizes the significant barriers that youth and young adults involved with the foster or justice system, and those who are homeless, experience in connecting to workforce

⁹⁶ “AB 2060 Workforce Bill Signed Into Law,” *PolicyLink*, September 19, 2014,

https://www.policylink.org/Blog/tags?field_blog_tags_tid=1056&items_per_page=10&page=2

⁹⁷ “Reentry Success Center,” Welcome Page, Reentry Success center, accessed February 25, 2021, <https://www.reentrysuccess.org/>

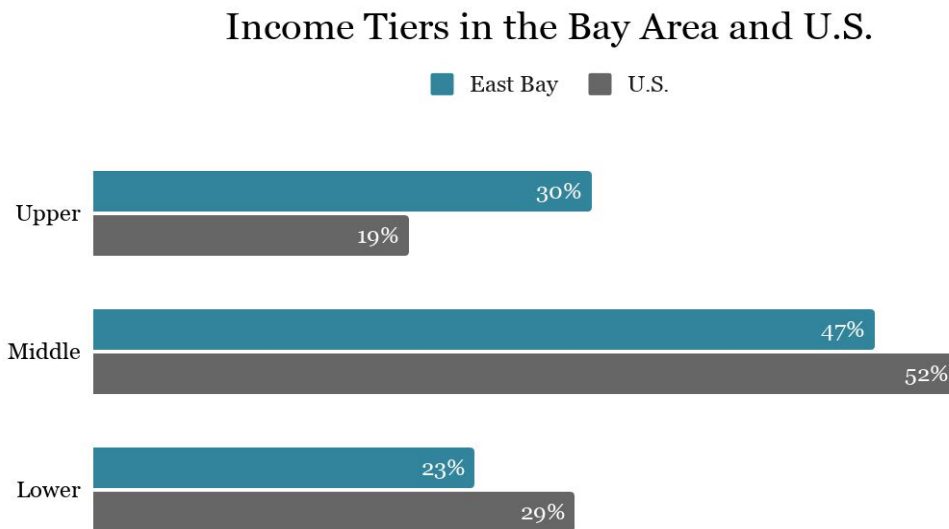
services, career pathways, and employment. As a potential approach, the EBRPU could seek to increase engagement and services for this population, including emerging and innovative strategies, in order to address barriers and enable these opportunity youth to connect with life-sustaining employment.

Creating a Path to the Middle Class

Defining the “middle class” can be challenging due to geographic differences in the cost of living, consideration of assets, wealth, other capital, and income, as well as increasing levels of inequality. Factors associated with income such as health insurance, education beyond high school, and assets for retirement, are the most commonly used metrics for determining middle class status.⁹⁸ The COVID-19 pandemic and economic recession further complicate the criteria for what constitutes middle class status. The EBRPU plans to work with the State’s designated technical assistance providers to pursue measures of success that are tailored to the specific characteristics of each region, including the question of what middle class status represents for the East Bay region.

Figure 16 represents the percentage of San Francisco-Oakland-Hayward residents in the upper, middle, and lower tiers of income, according to the Pew Research Center’s definitions of each.⁹⁹

Figure 16: Income Tiers in the Bay Area and the United States



Factors associated with income such as health insurance, education beyond high school, and assets for retirement, are the most commonly used metrics for determining middle class

⁹⁸ “Defining and Measuring the Middle Class,” American Institute for Economic Research, August, 2015, <https://www.aier.org/wp-content/uploads/2016/10/WP007-Middle-Class.pdf>

⁹⁹ Jesse Bennett, Richard Fry, and Rakesh Kochhar, “Are You in the American Middle Class? Find out with Our Income Calculator,” *Pew Research Center*, July 30, 2020, <https://www.pewresearch.org/fact-tank/2020/07/23/are-you-in-the-american-middle-class/>

status.¹⁰⁰ According to one study, \$52,120 is the minimum income for a family of 2 in the San Francisco-Oakland-Hayward area to be considered middle class.¹⁰¹

In the recent past, the East Bay region has concentrated its workforce efforts on serving individuals with multiple barriers to employment who are often at or below the poverty level. For these individuals to be placed on a path to the middle class, the EBRPU will need to develop innovative education and support strategies that enable participants to fully achieve their potential.

As described in section one, income greatly increases as a person obtains higher levels of education, such as when an individual moves from having some college experience to at least an associate's degree. However, the average median income for both the most common occupations (\$27,647) and the fastest growing occupations (\$40,263) are still well below what the Pew Research Center considers a middle class income for a family of two. Furthermore, many middle skill occupations do not produce an income which would be considered middle class (\$51,412 is the average median wage across top 20 occupations, versus the middle class income of \$52,120 cited above). Out of the top fastest growing and middle skill occupations, the following are the only occupations that produce an average median wage above PEW's threshold:

- Diagnostic Medical Sonographer
- Surgical Technologists
- Respiratory Therapists
- Magnetic Resonance Imaging Technologists
- Bookkeeping, Accounting, and Auditing Clerks
- Automotive Service Technicians and Mechanics
- Computer User Support Specialists
- Licensed Practical and Licensed Vocational Nurses
- Paralegals and Legal Assistants
- Telecommunications Equipment Installers and Repairers, Except Line Installers
- Electrical and Electronics Engineering Technicians
- Heating, Air Conditioning, and Refrigeration Mechanics and Installers
- Web Developers
- Computer Network Support Specialists

Local Boards in the East Bay will seek to include the above occupations as benchmarks when designing trainings and placing job seekers into new employment opportunities.

4. Aligning, Coordinating, and Integrating Programs and Services

The EBRPU seeks to continue to strengthen coordination and collaboration across East Bay Regional Workforce development programs and services in order to more effectively support job seekers and employers. As described in Section 2 of this regional plan, the role of aligning, coordinating, and integrating programs has been key to the EBRPU's success co-leading advanced manufacturing and health initiatives. The following section provides an initial framework that can be built upon for future workforce development alignment efforts.

¹⁰⁰ "Defining and Measuring the Middle Class," American Institute for Economic Research, August, 2015, <https://www.aier.org/wp-content/uploads/2016/10/WP007-Middle-Class.pdf>

¹⁰¹ Bennett, Fry, and Kochhar, "Are You in the American Middle Class?" . <https://www.pewresearch.org/fact-tank/2020/07/23/are-you-in-the-american-middle-class/>

4.a System Alignment

Administrative Cost Arrangements for the Region

The annual budget for the EBRPU supports regional communications and functions, including a website with a virtual service locator and a regional events calendar populated by all of the EBRPU's funded partners. The budget contains line items for resource development, strategic planning, and other items as needed when the annual budget is created. In addition, the EBRPU administers the HOTJOBS email listserv that links more than 300 workforce, education, and training professionals and provides a conduit for information sharing in the field. The four Local Boards occasionally share the costs of regional research and planning efforts, and the EBRPU is exploring additional opportunities for expanding coordination of administrative cost sharing.

The regional budget also supports the Regional Organizer (RO). The RO is key to managing all regional initiatives, resource development and grant reporting and serving as a central point of contact between partner systems and regional industry partnerships. The RO convenes and facilitates meetings for numerous staffing levels at Local Boards in the region (directors and business services / service network / youth program / career center managers) to identify best practices, troubleshoot, support the regional EASTBAYWorks brand, and identify opportunities for collaboration and innovation.

Regional Service Strategies, Including Cooperative Agreements and MOUs

The four Workforce Boards in the East Bay have more than two decade's experience of regional cooperation and coordination, which began with the establishment of EASTBAYWorks in 1997. Directors, assistant directors, business service managers, and youth managers of each of the four Boards meet regularly to discuss challenges and brainstorm best practices and solutions to address workforce development obstacles and promote regional solutions.

Existing Regional MOU

Although the four Local Boards have their own MOUs with their local partners, the EASTBAYWorks Partnership serves as the regional workforce MOU. This MOU joins the Counties of Alameda and Contra Costa as well as the municipalities of Oakland and Richmond as the EBRPU to implement regionally funded initiatives, primarily but not limited to subgrants under WIOA.¹⁰²

The EASTBAYWorks Partnership MOU goals include the following:

- Streamline processes, reduce duplication, and manage similar services;
- Receive funding and / or grants for regional planning, plan implementation, staff and workforce system training, and expansion of regional initiatives;
- Coordinate, jointly carry out tasks, and share in the regional funds;
- Lead Subgrantee shall contract with the other parties in a separate services agreement for each WIOA Subgrant in order to allocate current and future WIOA Subgrants and to implement programs on behalf of the EBRPU more efficiently; and
- Establish a "Lead Agent" framework for other regionally funded initiatives to more efficiently implement programs on behalf of the EBRPU.

¹⁰² "Memorandum Of Understanding For The Eastbay Works Partnership / East Bay Regional Planning Unit," County of Alameda, County of Contra Costa, City of Oakland and City of Richmond, January 1, 2020, 1. http://64.166.146.245/docs/2020/BOS/20200121_1445/40653_EBWORKS%20RPU%20MOU%201-21-20.pdf

American Job Centers of California (AJCCs)

The AJCCs of the East Bay Region operate as independent entities but contribute to the regional service strategy by sharing information on the *EASTBAYWorks* website, enabling job seekers across the region to locate the services that are most accessible to them. The geographic distribution of the centers in both Alameda and Contra Costa Counties unifies the region by providing access to one-stop services to all of the region's residents.

Contra Costa Workforce Collaborative (CCWC)

One of the promising best practices for cooperative service delivery in the region is the Contra Costa Workforce Collaborative (CCWC). The CCWC is an innovative public-nonprofit partnership of 12 Contra Costa county education and workforce development organizations that currently operate within the county. The CCWC was developed in response to an identified need for regional collaboration and system alignment to move beyond strategies that prioritize low-wage, immediate employment opportunities and towards pathways to sustainable well-paid employment for diverse job seekers.

The CCWC works to support the expansion of the workforce development system by coordinating with the Employment Development Department (EDD), WDBCCC, WIOA's required AJCC MOU partners, Workforce Integration Network (WIN) members, and other workforce organizations or networks in the design, coordination, and implementation of service delivery and capacity building.

The CCWC leverages WIOA dollars and resources already available in the County to provide services that connect participants to education and training opportunities. These services attempt to enhance essential employability skills and assist in the development and pursuit of educational and career goals that lead to income mobility and quality jobs. Within the region, there is discussion about how the CCWC model could be used as an approach to strengthening workforce system coordination in Alameda County.

Coordination of Services with Regional Economic Development Services and Providers

An important component of the EBRPU's coordination with regional economic development efforts is the representation of the Business Services Manager of each of the four East Bay local Workforce Boards on the East Bay Economic Development Alliance (EDA) Economic Development Director's table. This relationship allows for cooperative conversations about business climate, business closings and openings, and other collaborative opportunities between economic development and workforce development. A key service of the EDA is the development of annual economic outlook reports that provide data and analysis on the important trends impacting the region's economy and its workforce.

The Oakland Workforce Development Board is uniquely situated for collaboration with local economic development initiatives because it is located within the Office of Workforce and Economic Development within the City of Oakland. This structure enables the OWDB to more closely align its policies and programs with the economic development agenda of the city, and to influence city policy related to workforce training and development.

In addition to collaboration with EDA and local economic development in Oakland, the EBRPU benefits from a strong relationship between the WDBCCC and the East Bay Leadership Council (EBLC), as well as the Contra Costa Economic Partnership (CCEP), both of which are based in

Contra Costa County. The EBLC is a public policy advocacy organization whose mission is to increase the economic vitality and quality of life in the East Bay, and whose membership includes many of the region's largest employers. The WDBCCC is currently partnering with the CCEP to lead the Equitable Economic Recovery Task Force, which is focused on creating an equitable recovery and opportunities for those who have been disproportionately impacted by the pandemic-induced recession.

Coordination of Supportive Services

At present, the four Local Boards in the East Bay have their own internal processes for delivery of supportive services and have not yet developed a strategy for coordination. Models for future coordination of supportive services within the region are under consideration.

Negotiating Local Levels of Performance

As mentioned in the Section 2 discussion of regional sector pathways, a major EBPRU strategy moving forward is to explore development of mechanisms to enhance data tracking on trainings developed by or in partnership with the EBRPU's regional industry partnerships. This could aid the region in establishing benchmarks to track individuals that complete training and/or attain industry-recognized credentials aligned with the Region's priority sectors and occupations. This could be a potential area for negotiation among partners on local levels of performance.

Data tracking would be undertaken by EBRPU partner Boards, the Region's two most mature industry partnerships, Association of Manufacturers, Bay Area and the East Bay Health Workforce Partnership, and the network of workforce services, education and training providers, and CBO partners with whom they collaborate. Outcomes could include identification of tools to capture and communicate training pathways data, and data tracking could inform potential benchmarks for the region.

This activity is contingent on the state of public health and of the economy which impacts the availability of training and job opportunities. As this strategy is implemented, it could help the region meet the objective of better aligning Local Workforce Development Board service delivery networks and customers with the region's industry partnerships. It would also support the Regional Plan objective of achieving enhanced data tracking as it relates to trainings associated with the region's industry partnerships and inform mechanisms to better collect and communicate pathway opportunities, activities and outcomes.

Conclusion

Workforce development efforts in the East Bay are strong, innovative, and committed to promoting equity and ensuring social justice. During the current economic and public health crisis, Local Boards have proven to be extremely resilient, adapting to the rapidly changing and urgent community circumstances. As the pandemic comes to an end, this plan will serve as an invaluable guide for the EBPRU in its short- and long-term strategic development efforts.