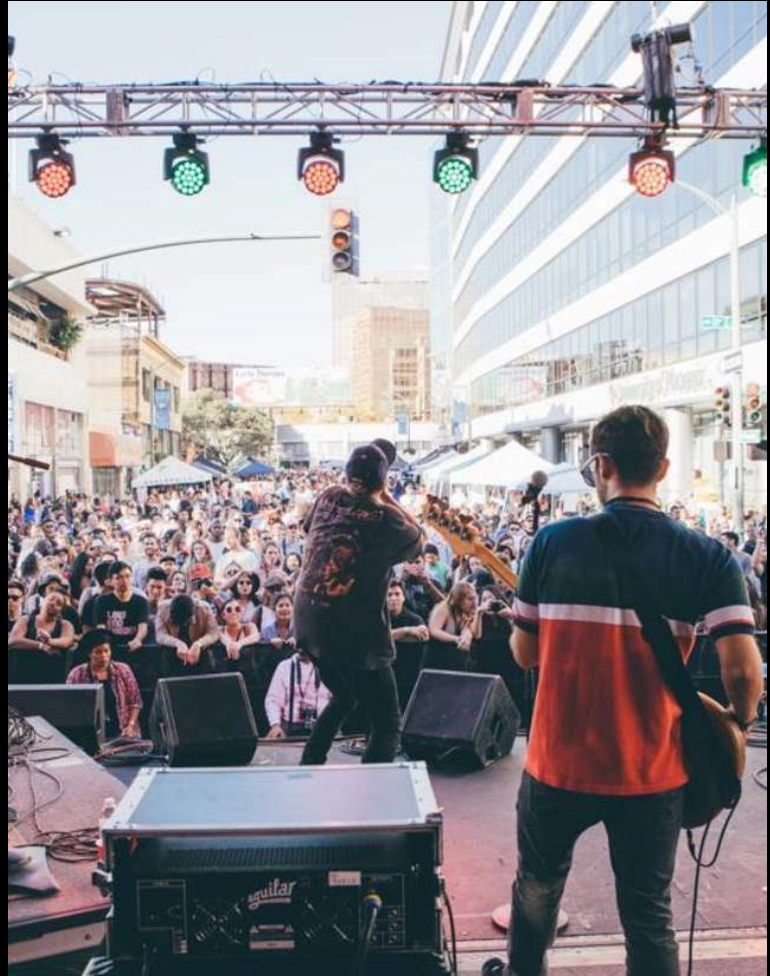
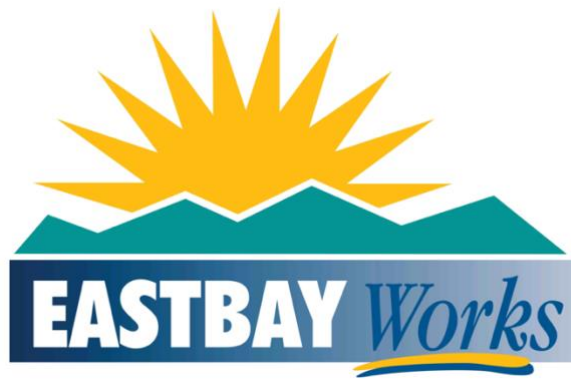


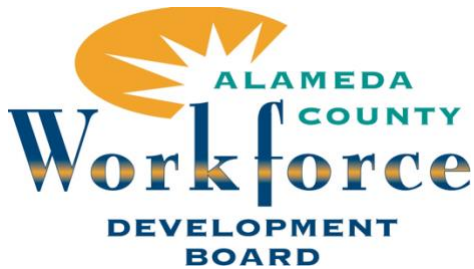


# ***2021-2024 Regional Plan 2-Year Modification***





## East Bay Regional Planning Unit



**Workforce**  
Development Board  
**Contra Costa County**



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## I. INTRODUCTION AND OVERVIEW

With the passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction in terms of how to approach economic and labor market demands. While establishment of local workforce areas over the last four decades has always taken into account local labor markets, WIOA recognizes that economies tend to be regional and may extend beyond political boundaries that define local areas. WIOA's recognition of regional economies gave rise to California's establishment of Regional Planning Units (RPU), which represent groups of local workforce areas that work collaboratively to develop strategies reflecting regional economic needs of business and the workforce.

In accordance with federal and state guidance, the East Bay Regional Planning Unit (EBRPU) has developed a four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2021-24, which covers June 1, 2021 through June 30, 2025. WIOA requires a Biennial Modification to the Regional Plan. This 2023 version of the Plan serves as the required update and, once approved by state officials, will become the official version of the PY 21-24 Regional Plan from July 1, 2023 through June 30, 2025.

### **About the Region and EASTBAYWorks**

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 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 partner workforce development boards have a long-standing regional partnership pre-dating WIOA, under the **EASTBAYWorks** brand. Since 1997, the adoption of a common moniker has helped to create a unified brand that helps achieve many of California's goals for regionalism, as it establishes a singular identity that is recognizable to businesses and jobseekers and is used to promote workforce development services and initiatives.

It should be noted that EBRPU, East Bay region, East Bay partner Boards, and **EASTBAYWorks** (EBW) are used interchangeably throughout the 2023 Biennial Modification to the PY 21-24 Regional Plan. Also of note are the following abbreviations for the local boards that are used throughout the Regional Plan: Alameda County Workforce Development Board (ACWDB); Oakland Workforce Development Board (OWDB); Richmond Workforce Development Board (RWDB); Workforce Development Board of Contra Costa County (WDBCCC).

### **Development of the Regional Plan and Its 2023 Modification**

The initial four-year plan developed for the East Bay region covered PY 2017-20, and was updated in 2019 in accordance with WIOA requirements. In response to guidance published by State officials in September 2020, EBW representatives began to prepare a new plan for PY 2021-24. Context for this planning was, however, unprecedented, as the COVID-19 pandemic was still in its early stages, prior to the widespread availability of vaccines and reopening of businesses and communities. The PY 21-24 EBRPU Regional Plan reflects the circumstances under which it was developed, highlighting the immediate and severe impacts of and limitations resulting from the pandemic, along with various uncertainties regarding the economy, labor market, and workforce participation. The 2023 Biennial Modification to the PY 21-24 plan, has been developed under far different circumstances than the original version. As such, EBRPU leadership has been able to address regional approaches and initiatives from a clearer vantage point, where reopening and recovery characterize the economic landscape.

## II. ANALYTICAL OVERVIEW OF THE REGION

In late 2022, EBW commissioned a current analysis of key economic, demographic, and labor market data within the region. The resulting report has informed the 2023 Biennial Plan Modification's content addressing: employment and unemployment data; educational and skill levels of the workforce; current business needs; and relevant skill gaps; and analysis of industries and occupations with existing and emerging demand.

### ***Development and Content of Labor Market Analysis***

To support the biennial update to the EBRPU PY 21-24 Regional Plan, the *EBW Analytical Overview of the Region* was prepared by insytanalytics, in a January 2023. Key content of the report includes:

- *Demographics;*
- *Economy: COVID-19 impact and recovery; economic output; labor force and employment; industries, occupations, and skills; and core industries; and*
- *Emerging Sectors and Trends*

Select information from the report is included within this version of the Regional Plan. The full report, [EASTBAY Works Analytical Overview of the Region](https://www.eastbayworks.com) includes extensive data summaries and illustrative graphics and is available on the EBW website, [www.eastbayworks.com](https://www.eastbayworks.com).

### ***About the Analysis***

The economic and workforce analysis presented herein, and in greater detail in the full report, includes the latest data and trends on demographics, occupations, and industries within the East Bay. It is comprised of information vital to workforce development planning, such as income and poverty data, skills and educational levels, and employer demand.

As stated, The East Bay Region of California is a sub-region of the nine-county San Francisco Bay Area. The analysis presented within this section treats the East Bay as a single area, recognizing that the East Bay's two counties have clear distinctions, with different opportunities and challenges. In 2019, Alameda County accounted for approximately 67 percent of the East Bay's jobs. A large share of those jobs were in traded sectors ranging from biotechnology, creative professional services, and information technology to advanced manufacturing and logistics. In contrast, Contra Costa County's economy, with only few significant office concentrations, is dominated by household-serving sectors, such as food services, healthcare, hospitality, and personal services. In addition, eastern Contra Costa County, which has some of the Bay Area's lowest-cost housing, is also relatively distant from the Bay Area's major employment centers.

### ***Overview of Current East Bay Workforce and Labor Market***

The East Bay population is highly educated and increasingly diverse, which makes the region an exceptional place for high-value, high-wage, and high-growth industries and jobs. There are stark disparities, however, in education, income, and exposure to barriers, such as poverty and disability. These educational disparities create significant obstacles for many of the East Bay's residents to access stable, high-quality jobs; an issue that will continue to worsen as technology shapes the skills required to access better-paid jobs. At the same time, the region faces important challenges, from population and labor force participation rates that are still below pre-pandemic levels to persistent inequality as the economy continues to recover.

Between 2022 and 2032, the white population of the region is predicted to decline by 18 percent (170,000) and the Black population by nine percent (25,000), while the Asian population is expected to increase by 15 percent (119,000) making Asians the largest racial group in the East Bay. Linguistic diversity is consistent with a relatively large foreign-born population in the East Bay Region. Nearly 30 percent of East Bay residents are foreign born. Furthermore, between 2022 and 2032, population loss is largely expected to occur among younger age cohorts. This indicates that the East Bay population is predicted to continue getting older in coming years putting added pressure on services such as healthcare and increasing demand for low-wage service jobs supporting the elderly.

The relatively high median income in the East Bay obscures large racial and ethnic gaps in household income. For instance, white households have a median income of \$123,347 while the median income of Hispanic or Latino households is \$82,011, and for Black households in Alameda County it is \$59,817. Women, including many women of color, people with a high school diploma or less, part-time workers, and the unemployed are disproportionately in poverty. While only 6.4 percent of white residents are in poverty, 15.2 percent of Black residents and 11.8 percent of Hispanic or Latino residents are in poverty.

Educational attainment is relatively high in the East Bay compared to the rest of California, however as with income, there are significant disparities by race and ethnicity. Among adults 25 years and older, 28 percent have earned a bachelor's degree compared to 22 percent of Californians and 20 percent have earned a graduate, professional, or doctorate degree compared to 14 percent of Californians.

The COVID-19 pandemic was a tremendous shock to the East Bay economy and lasting impacts are expected. From January 2020 to January 2021, the East Bay lost approximately 112,000 jobs, or nine percent of total jobs. The pandemic exacerbated both economic and health disparities in the region, particularly along racial, ethnic, and gender lines. These disparities have been evident in problems such as workforce job stability, access to opportunity, on-the-job coronavirus exposure, and physical and mental health outcomes.

East Bay industry is highly diversified with the number of jobs distributed similarly across the largest sectors. Educational and Health Services is the largest major sector with 204,500 jobs in September 2022, which makes up 17.4 percent of nonfarm employment in the region. When considering industry sub-sectors, however, manufacturing (9.7 percent), retail trade (9.3 percent), and accommodation and food service (8 percent) are largest in the East Bay.

The core industries (size, growth potential, middle wage jobs) for East Bay are: manufacturing, professional and scientific, healthcare, construction, and transportation and warehousing. These industries are positioned to generate substantial innovation, investment, and job and business growth over the coming years. In addition, substantial venture capital has gone to technologies associated with autonomous vehicles, cloud-based productivity software, semiconductors, artificial intelligence (AI), and cybersecurity. While these industries are much smaller, they have the potential for massive societal disruption and could play an outsized role in the East Bay's future economy.

While there are many promising signs and areas of opportunity in the region, a major challenge and contributor to the East Bay's cost of living is housing. Housing prices have risen sharply since the mid-1990s and, especially, following the Great Recession, as housing costs began to rise again after 2012. The median listing price for housing in Alameda County in June 2022 was \$1.02 million up from \$700,000 in December 2016.<sup>1</sup> In Contra Costa County, the median listing price in June 2022 was \$867,000. High housing costs are also cited by employers as one of the greatest challenges in attracting and retaining workers. Expensive housing can deter talented workers in professional fields from moving to or staying in the region.

Additionally, a recent wave of layoffs in the “tech” industry is likely to affect the East Bay region. Estimates suggest that by early December 2022, over 120,000 people had been laid off by Bay Area tech companies with more layoffs expected. Layoffs will create short- and medium-term problems for the East Bay economy, but it also could mean an opportunity for East Bay companies to hire talented workers who have been let go.

#### A. Analysis of Employment and Unemployment Data

In October 2022, there were nearly 1.39 million East Bay residents in the labor force compared to 1.42 million in February 2022. Since the start of the pandemic, labor force participation has been lower among younger workers and older workers as well as less-educated workers. In 2021, 70 percent of workers between 25-64 years old with a high school education or less participated in the labor force compared to 87 percent with a bachelor's degree or higher. Similarly, 85 percent of men were in the labor force compared to 75 percent of women and 74 percent of women with children. This large gender gap in the East Bay and elsewhere is partly due to caregiving responsibilities,

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<sup>1</sup> St. Louis Fed

<sup>2</sup> Bureau of Labor Statistics



particularly among mothers.<sup>3</sup> But it also reflects longer-term trends in women's labor force participation. Nationally, the largest differences in labor force participation because of the pandemic were by level of education.<sup>4</sup>

Persistently low labor force participation in the East Bay is consistent with national trends showing labor force participation below pre-pandemic levels by 1.3 percent.<sup>5</sup> While the cause of persistently low labor force participation is still under investigation, there is some evidence that people out of the labor force or working part time have less desire to work since the start of the pandemic.<sup>6</sup> This suggests that the persistent contraction in labor supply is not driven mostly by women responding to the demand for childcare, since the drop in desired work hours is evident across demographic groups. The largest declines in desired work hours are among people with less than a college degree, which may indicate that lower-educated workers are avoiding low-wage service jobs that put them at higher risk for illness even as the effects of the pandemic subside.

Consistent with a smaller labor force, fewer people are employed now than prior to the pandemic despite a low rate of unemployment in the region. In September 2022, there were 1.18 million people employed compared to 1.19 million in February 2020.<sup>7</sup> Overall, there are roughly half-a-million people between the ages of 16 and 64 years old who are either unemployed or not in the labor force.

While labor force participation is still recovering, unemployment has returned to pre-pandemic levels. In October 2022, the unemployment rate was 3 percent, the same level of unemployment as February 2020, just before the onset of the pandemic.<sup>8</sup> Although unemployment has risen slightly since May 2022 when it fell to a low of 2.6 percent, it remains far below its April 2020 peak of 14.6 percent. Since returning to pre-pandemic levels, unemployment in the East Bay has been consistently lower than California as a whole, which has hovered around 4 percent since May 2022.

There are substantial differences in unemployment rates by race. In 2021, the annual unemployment rate was 7.2 percent in the East Bay. For white workers, unemployment was 7.3 percent and for Asian workers it was 5.8 percent. By contrast, Black workers had an unemployment rate of 9.4 percent. While unemployment has fallen by more than half in 2022, low unemployment rates don't necessarily lead to narrower gaps. For example, in 2019 unemployment in Alameda County was 3.9 percent and Black unemployment

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<sup>3</sup> Montes, Smith, and Leigh (2021). "Caregiving for Children and Parental Labor Force Participation During the Pandemic." Board of Governors of the Federal Reserve System. <https://www.federalreserve.gov/econres/notes/feds-notes/caregiving-for-children-and-parental-labor-force-participation-during-the-pandemic-20211105.html>

<sup>4</sup> Goldin (2021). "Assessing Five Statements about the Economic Impact of COVID-19 on Women." National Bureau of Economic Research, White Paper. [https://www.nber.org/sites/default/files/2021-06/GOLDIN\\_SEANWhitePaper.pdf](https://www.nber.org/sites/default/files/2021-06/GOLDIN_SEANWhitePaper.pdf)

<sup>5</sup> Bureau of Labor Statistics <https://www.bls.gov/news.release/pdf/empst.pdf>

<sup>6</sup> Faberman, Mueller, and Sahin (2022). "Has the Willingness to Work Fallen During the Covid Pandemic?" Federal Reserve Bank of Chicago. <https://www.chicagofed.org/publications/working-papers/2022/2022-08>

<sup>7</sup> Bureau of Labor Statistics; California Employment Development Department

<sup>8</sup> Bureau of Labor Statistics

was 6.5 percent compared to 3.7 percent for white workers, a larger gap than in 2021. One reason is that the job gains between April 2020 and through 2021 were largely associated with an increase in low-wage jobs, while the number of middle- and high-wage jobs remained steady. As race and unemployment data become available for 2022, we are likely to see the same inequalities across racial and ethnic groups.

## B. Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps

Educational attainment is an important factor in reducing the risk of being in poverty. Educational attainment is relatively high in the East Bay compared to the rest of California. Among adults 25 years and older, 28 percent have earned a bachelor's degree compared to 22 percent of Californians and 20 percent have earned a graduate, professional, or doctorate degree compared to 14 percent of Californians.<sup>9</sup> East Bay residents are also less likely than other Californians to have less than a high school diploma (11 percent), no more than a high school diploma (17 percent), or some college but no degree (17 percent).

Earnings vary widely across levels of educational attainment in the East Bay from approximately \$32,000 a year for people 25 years and older with less than a high school diploma to around \$83,000 a year with a bachelor's degree and over \$100,000 a year with a graduate or professional degree.<sup>10</sup> Educational attainment is highly racialized, thus contributing to the racial inequalities in income and poverty. Whereas 56 percent of East Bay residents have a bachelor's degree or higher, 30 percent of Black residents, including 26 percent of Black men, have the same level of educational attainment. Native Hawaiian or Other Pacific Islanders (24 percent), Hispanic or Latinos (23 percent), American Indian or Alaskan Natives (19 percent), and people who identify as some other race (17 percent) are particularly less likely to have a bachelor's degree or higher. Additionally, 25 percent of American Indian or Alaska Natives, 29 percent of Hispanic or Latinos, and 35 percent of people who identify as some other race have less than a high school education. These groups are especially at risk of being in poverty, as educational attainment impacts access to well-paying jobs in the East Bay.

Among East Bay residents with bachelor's degrees or higher, 56 percent have a degree in a science and engineering or related field compared to 51 percent throughout California.<sup>11</sup> The East Bay therefore has an especially scientifically and technically capable workforce. However, science and engineering education is unevenly distributed among men (57 percent) and women (40 percent). Outside science and engineering, 23 percent of residents have a postsecondary degree in the arts and humanities and 17 percent in business.

Another key indicator of the regional economy is demand for skills by regional employers and the supply of skills in the labor force. Skill demand can be measured by its prevalence

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<sup>9</sup> US Census ACS 1-year estimate

<sup>10</sup> US Census ACS 1-year estimate

<sup>11</sup> US Census ACS 1-year estimate

in online job postings, while skill supply can be measured by its prevalence in workers' online profiles on websites such as LinkedIn. Among the top in-demand skills, there is generally more demand than supply. One exception is marketing, which is the top in-demand skill. Between December 2021 and November 2022, marketing was included in over 32,000 job postings, or six percent of all job postings during that period, but was included in nine percent of all worker profiles. Marketing is a more prevalent skill in the labor force than other high-demand skills, which may make it easier for employers to find qualified workers to do marketing. Other top skills are also more prevalent in job postings than job profiles. For example, computer science was in three percent of job postings and one percent of worker profiles. This suggests that employers may have a more difficult time finding qualified employees with computer science skills.

Education, training, and skill requirements pertaining to the region's target sectors is addressed below in subsection C, *Analysis of Industries and Occupations with Existing and Emerging Demand*.

### C. Analysis of Industries and Occupations with Existing and Emerging Demand

The local workforce development boards in the East Bay region have selected manufacturing, healthcare, and transportation and warehousing as the region's target sectors, recognizing that other sectors, such as construction and information communications and technology, are also significant in the region. The full analysis, accessible through the hyperlink above, provides information on these and other emerging occupations.

The region's target industries, which are described below, are among those that drive economic output in the East Bay. These industries are positioned to generate substantial innovation, investment, and job and business growth over the coming years.

**Manufacturing:** The strength of manufacturing's recovery is especially positive for the region. Ninety percent of manufacturing jobs are located in Alameda County. Although only 10 percent of manufacturing jobs are in Contra Costa County, the industry is the largest contributor in terms of economic output (Gross Regional Product) in the county. Manufacturing generates an outsized impact on the East Bay's economic output and high-quality job opportunities. The industry is directly linked to the Bay Area's thriving innovation ecosystem. The manufacturing sector in the East Bay consists of biomedical, life sciences, chemicals, electronics, food and beverage, machinery, metals, and transportation equipment manufacturing.

There are nearly 114,000 manufacturing jobs, and, as of January 2021, manufacturing accounted for \$38.1 billion of the East Bay's Gross Regional Product and \$16.1 billion in earnings.<sup>12</sup> Manufacturing is predicted to grow 29.1 percent between 2016 and 2026. The industry is critical for the East Bay's economic growth. The industry provides a

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<sup>12</sup> Lightcast 2022

higher share of entry-level, middle-wage jobs than other sectors with relatively low barriers to entry in terms of experience and educational levels required. Manufacturing businesses tend to provide robust on-the-job training and career pathway opportunities.

The average salary for manufacturing jobs in the East Bay is \$147,692, much higher than the \$95,117 national average for similarly sized regions. However, wages vary widely across the industry and given the relationship between educational attainment and wages, white and Asian workers are likely to be in the highest paying positions. There are disproportionate numbers of Asian (33.9 percent) and Hispanic or Latino (25.5 percent) workers in the industry, and disproportionately few white (31.7 percent) and Black (5.7 percent) workers. The industry is also highly gendered with men, making up 67.1 percent of workers.

The largest manufacturing sector is automobile manufacturing, which accounts for more than 23,000 jobs.<sup>13</sup> This sector is continuing to grow. From November 2021 to November 2022, there were nearly 37,000 unique job postings by roughly 1,500 employers. Tesla (3,142) and Lucid Motors (3,098) each accounted for roughly three times the number of job posts as Abbott Laboratories (1,094), Siemens (742), and Thermo Fisher Scientific (612).

Advanced manufacturing is a large and growing part of the East Bay manufacturing sector. There are over 7,500 East Bay workers employed in semiconductor-related manufacturing.<sup>14</sup> Another 5,343 are employed in surgical and medical instrument manufacturing. Together, the top ten advanced manufacturing industries employ nearly 27,000 people in the East Bay. The importance of advanced manufacturing is evident in job postings data. From August to October 2022, computer science was the most frequently sought-after skill. Other top skills include new product development, automation, electrical engineering, data analysis, and mechanical engineering.

**Healthcare and Social Assistance:** The majority of healthcare and social assistance jobs are located in Alameda County (63 percent in 2021), but this is also the largest sector in Contra Costa County, with more than 66,000 jobs.<sup>15</sup> Gross Regional Product of the healthcare and social assistance industry has grown steadily since 2007 from \$9.02 billion to \$20.6 billion and \$16.8 billion in earnings in 2021.

There are more than 180,000 healthcare and social assistance jobs and the sector is predicted to grow by 23.3 percent between 2016 and 2026.<sup>16</sup> The largest number of jobs are in Ambulatory Healthcare Services and Social Assistance. There are nearly 50,000 people employed as Home Health and Personal Care Aides, which is over a quarter of the industry and has median hourly earnings of only \$16.98. The size of this occupation accounts for the high demand for skills such as CPR, caregiving, meal planning and preparation, and companionship. Wages across the sector are relatively

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<sup>13</sup> Lightcast 2022

<sup>14</sup> Lightcast 2022

<sup>15</sup> Lightcast 2022

<sup>16</sup> California Economic Development Department; Lightcast 2022



low with a few exceptions such as Registered Nurses, which account for 10.1 percent of employees. From November 2021 to November 2022, the median advertised hourly wage in job postings for Healthcare and Social Assistance jobs in the East Bay was \$24.09

Healthcare and social assistance is a highly gendered industry with 72.9 percent of jobs held by women. There are also disproportionate numbers of Asian (31.6 percent) and Black (14.8 percent) workers. Over three-quarters of job postings over the past year listed less than a bachelor's degree as a required or preferred education level, including 39 percent that did not list any education requirement or preference.<sup>17</sup> While there are low barriers to entry in the industry, it is highly racialized and gendered with predominately low-wage jobs.

**Transportation and Warehousing:** There are approximately 44,000 Transportation and Warehousing jobs in the East Bay with nearly 80 percent of jobs in Alameda County.<sup>18</sup> Although the sector is relatively small, it has been predicted to grow by 42.7 percent between 2016 and 2026. Over the past 12 months, there were nearly 11,000 unique job postings with FedEx and UPS as the top hiring companies. Warehousing and Truck Driving the top skills in demand.

The East Bay plays a critical role in the broader region's goods movement and logistics ecosystem supported by the Port of Oakland and regional Airports, the Port of Richmond, rail and highway connections, and extensive space for warehouses, vehicle storage, and other distribution facilities.

The Transportation and Warehousing industry is key to the Blue Economy. Technological change is at the heart of the growing Blue Economy, which is key to the East Bay's future economy. According to the National Oceanic and Atmospheric Association, prior to the COVID-10 pandemic, the Blue Economy grew faster than the national economy.<sup>19</sup> Between 2014 and 2018, economic output of America's seaports grew 17 percent and reached 26 percent of Gross Domestic Product.

The Port of Oakland is one of the ten busiest container ports in the United States by cargo volume. The seaport enables the East Bay's businesses (especially manufacturing businesses) to efficiently engage with a global supply chain. The Port of Richmond is another major support for the East Bay economy, providing bulk and liquid cargo transportation.

The federal government is focused on growing the Blue Economy in key areas such as marine transportation, ocean exploration, seafood competitiveness, tourism and

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<sup>17</sup> Lightcast 2022

<sup>18</sup> California Employment Development Department 2022; Lightcast 2022

<sup>19</sup> NOAA (2021) <https://aambpublicoceanservice.blob.core.windows.net/oceanserviceprod/economy/Blue-Economy%20Strategic-Plan.pdf>

recreation, and coastal resilience.<sup>20</sup> These are opportunities for the East Bay economy to grow.

Transportation and Warehousing workers are disproportionately men (70.8 percent), Hispanic or Latino (31 percent), and Black (15 percent). Entry-level education requirements and wages are relatively low throughout the industry apart from management positions, which typically require a bachelor's degree.

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<sup>20</sup> NOAA (2021)

### III. REGIONAL INDICATORS

The California Workforce Development Board has established “regional indicators” to assess coordination and measure progress within California’s 15 RPUs. The indicators serve to track processes and activities utilized by regions, providing a foundation for regional approaches that align with the needs of businesses in key sectors.

Regions must choose at least one of the following indicators:

- Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.
- Indicator B: The region has policies supporting equity and strives to improve job quality.
- Indicator C: The region has shared target populations of emphasis.
- Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

#### A. Regional Indicators and Associated Outcomes and Metrics

Given the long history of collaboration among the four local workforce development areas that operate under the EBW brand, the East Bay RPU has selected indicator D: *The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.*

In accordance with guidelines provided in connection with Regional Plan Implementation grants administered by the State Board, regional outcomes and metrics have been established for Indicator D.

#### **Outcomes**

Outcomes concerning the regional indicator include the following objective, along with two goals.

Objective: The East Bay region shares and coordinates resources to provide ongoing professional development and capacity building training for funded service providers and workforce development system partners in support of meeting the needs of region’s target populations and other key customers.

Goal 1: The region will have systems in place to: a) deliver ongoing professional development and capacity building training to funded service providers and system partners; b) track funded service providers’ and partners’ participation in regional professional development and capacity building training; and c) evaluate effectiveness, relevance, and applicability of professional development and capacity building training.

Goal 2: Increase the capacity of the system's service delivery network to: a) connect with regional sector strategies; b) engage in inclusive outreach and recruitment; and c) deliver equitable and inclusive service strategies.

### **Metrics**

Regional leadership has approved the following metrics, which focus on eight benchmarks against which the region will measure and track its progress on Indicator D outcomes.

1. Number of Training Topics: As a measure of appropriateness and necessity, the number of topics relevant to staff's needs on which training is provided annually.
2. Number of Training Sessions: As a measure of availability and access, the number of annual sessions during which staff can participate in training, whether in-person or through other modalities.
3. Number of Training Hours: As a measure of the investment in training to build staff skills and effectiveness, the total number of hours of training provided annually.
4. Number of Training Attendees: As a measure of impact on overall system capacity, the total number of contracted service providers' and workforce system partners' direct services staff who annually participate in training.
5. Percentage of Funded Service Providers Represented: As a measure of engagement, the percentage of service providers who staff attend annual training.
6. Training Participant Evaluation of "Overall Effectiveness of Training:" As a measure of customer satisfaction concerning training effectiveness, 80% of participants will rate training as effective.
7. Training Participant Evaluation on "Ability to Apply Information Learned:" As a measure of customer satisfaction regarding training relevance and utility of information provided, 80% of participants will indicate that they can apply information learned to their work.
8. Training Participant Evaluation on "Recommend Training to Others:" As a measure of customer satisfaction regarding training quality and applicability to workforce development system functions, 80% of participants will indicate that they would recommend training to others.

### **B. Impact of Indicators and Metrics on Service Delivery**



Local workforce system leaders chose to concentrate their joint efforts on sharing resources for staff training, as this outcome holds significant promise to increase the effectiveness of local boards, service providers, partners, and their frontline staff who deal directly with customers. As outlined in the 2023 Local Plan Modifications developed by the East Bay partner Boards, training will cover a wide range of topics, each of which has the potential to improve the quality-of-service delivery as well as participant outcomes. Training will include, but not be limited to, sessions addressing the following areas:

Diversity, Equity, and Inclusion (DEI): The need to update staff's DEI knowledge base and skills is ongoing. DEI topics that could benefit frontline and other workforce services staff may include: understanding DEI; diversity vs. inclusion; unconscious bias; microaggressions; intentional inclusion; culture and identity awareness; accessibility; and inclusive leadership.

Cultural Competency: Training will be provided to support staff's understanding of the general characteristics of cultural diversity, cultural norms, and cultural differences. Staff will understand the importance of respecting individual cultural experiences, learn to better communicate with others to understand and address potential barriers to service, and develop greater cultural sensitivity within the workplace. Staff will become more aware of their own cultural beliefs and culturally related behaviors, and potential power imbalances, privileges, or biases when providing services.

Trauma-Informed Approaches: Regional representatives will identify and facilitate training on working with trauma-exposed participants. This will include developing skills to promote conversation; learning how to respond to disclosure; integrating participants' safety when providing services, advocacy, outreach; and trauma-informed care. Local boards may collaborate with local behavioral health agencies with expertise in this area.

Digital Literacy Skills: To ensure that staff's skills remain up to date with new technology and that new staff are exposed to the digital technology applications they need to work effectively in their roles, training will be provided annually, and refresher courses will be provided on an ongoing basis.

Evidenced-Based Approaches to Working with Priority Populations: Increasingly national workforce development system stakeholders, along with organizations in allied disciplines, have been collecting and disseminating data-informed and evidence-based best practices through a wide range of training modalities. Training focused on effective practices for serving people with disabilities, older workers, English language learners, justice-involved individuals, and others vulnerable and underserved target populations will likely be among the sessions made available to workforce system staff.

## IV. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

The EBRPU has played a key role in the development of sector initiatives aligned with growth and other significant industries in the East Bay region and elsewhere in the Greater Bay Area. Regional representatives have facilitated dialog among industry leaders, while also fostering communication between employers and the workforce development system and its partners. As a result, stronger linkages between workforce and training agencies have been developed with businesses in key sectors and new career pathway programs have been developed to prepare job seekers for careers in the region's most promising sectors.

### A. In-Demand Industry Sectors for the Region

Within the analytical overview section of the Plan, the subsection titled *Analysis of Industries and Occupations with Existing and Emerging Demand*, indicates that the local workforce development boards of East Bay region have selected manufacturing, healthcare, and transportation and warehousing as the region's target sectors, recognizing that other sectors, such as construction and information, communications and technology, are also significant in the region. The 2023 [EASTBAY Works Analytical Overview of the Region](#) offers detailed information regarding the region's target sectors and other industries with current and emerging demand.

### B. Sector and Other Industry-Focused 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 [Bay Area Health Workforce Partnership](#) (BAHWP). As described below, EBW has an extensive history of engagement with both of these partnerships, providing financial and infrastructure support, networking, and thought leadership as the partnerships have convened industry and developed programs.

Key contributions of the regional workforce system to sector initiatives in manufacturing and healthcare include the development of career navigation tools and support for creation of training programs for in-demand occupations. In addition, the EBRPU helps to advance sector initiatives in the region by facilitating communication between Directors of these partnerships and career centers staff to share LMI data, answer questions, and discuss training opportunities.

#### **Manufacturing Sector Partnership**

AMBayArea includes approximately 60 dues-paying employer partners from the nine-county Bay Area, with many more businesses being 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 East Bay partner boards, AMBayArea has developed a Manufacturing Volunteer Match Program to connect manufacturers with students, parents, and educators, and increase public awareness of career opportunities in manufacturing. The program allows educators to post their requests for industry volunteers to meet with their students. The volunteer might be asked to present in the classroom, judge a science competition, mentor a robotics team, act on an advisory board, host a classroom visit to the company's facility, table at a career fair, etc.

The Volunteer Match Program is funded by the EBRPU, and conducted in partnership with the East Bay Workforce Development Boards, Bay Area community colleges, Bay Area LEEDS (Linking Education and Economic Development Strategies), and Bay Area K-12 schools.

As the Biennial Modification to the PY 21-24 Regional Plan was in development, AMBayArea leadership provided updates on the partnership's initiatives, including current efforts to outreach to formerly incarcerated individuals and plans to implement presentations on careers in manufacturing careers within the region's jails. Going into the remainder of the four-year period represented by the Plan, AMBayArea will continue to concentrate on working with local workforce system representatives, including front line staff, in developing their knowledge of manufacturing careers and in recruiting candidates for training and employment.

### ***Healthcare Sector Partnership***

The [Bay Area Health Workforce Partnership](#) (BAHWP) 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, expand employment opportunities for local workers, and strengthen the regional economy. The BAHWP employs a range of strategies to achieve these goals, including: increasing and diversifying the pool of qualified healthcare workers; helping trained individuals to secure jobs to meet regional demands; aligning the needs and priorities of employers in health profession education and training programs; systematically increasing work-based learning opportunities for K-16 and health professions students; building a data-driven rationale for changing current systems, infrastructure development, and sustaining healthcare workforce initiatives; and developing and advocating for policy solutions that eliminate barriers to increase workforce and education capacity, investment, and sustainability.

The BAHWP also seeks to implement 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 BAHWP has begun to develop apprenticeship models, as well.

In a 2023 update, EBHWP reports that much of its current efforts are supply-side driven, as the partnership has been successful in securing several grants to train new workers for high-demand healthcare careers. Many of these grants have an equity focus, as they target individuals from groups that are under-represented in the industry and are underserved by the workforce system. Looking ahead, BAHWP and local boards in the region should work together to engage healthcare employers in discussions regarding both current and forecasted demand and subsequently collaborate on program development and securing additional grant funding for training.

To complement their work with BAHWP, the local boards of the East Bay are each involved in a wide range of healthcare initiatives, such as City of Oakland's Community Healthcare Sector Partnership, which focuses on many smaller employers, such as clinics. Local boards also work directly with healthcare employers of all sizes, as exemplified RWDB's relationship with Kaiser Permanente and the Kaiser School of Allied Health.

### ***Other Industry-Focused Initiatives***

The EBW partners are addressing equity, diversity, and inclusion in the Information Communication Technology space through a State Workforce Board-funded Workforce Accelerator Fund initiative, the East Bay Youth Technology Apprenticeship. In collaboration with regional employers and community-based partners, the innovative model is creating pathways to quality jobs for opportunity youth from disadvantaged or low-income communities by scaling successful strategies and embedding them into the workforce system. The initiative is closing the digital divide while instilling digital literacy through paid work experience supported with tailored wrap-around supportive services. The partners are fundraising to sustain this successful pilot.

As referenced above, the Transportation and Warehousing sector and the Blue Economy are essential to the region's future. EBW partners have long-standing partnerships with the key employers in the sector and are exploring ways to deepen their collaboration and stay informed of trends and opportunities as technology continues to shape the future of goods movement and skills requirements in the workforce.

Throughout the East Bay, the four boards are connected to various pilots and emerging initiatives in ICT, construction, trade and logistics, gig work, and entrepreneurial skills training. The boards expect that new sector strategies and partnerships may be developed over the two years remaining in the current regional planning cycle

A recently initiated project supporting East Bay's target sectors is being implemented through a state-funded Regional Equity and Recovery Partnership (RERP) grant. Under this grant program, the region will collaborate with the community college system to



develop and enhance curricula and pathways. Three of the East Bay boards will focus on healthcare occupations, while ACWDB plans to concentrate on careers in manufacturing.

### ***Regional Commitment to Career Pathways***

The East Bay partner Boards work consistently on developing strategies supporting 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 EBW-related partners represents a unique resource. The multiple America's Job Center of California sites in the region serve as mechanisms for direct referrals to training and employment opportunities in manufacturing, healthcare, and other in-demand sectors.

An area of potential regional activity and coordination among EBW partners could be the collection of data on the outcomes of people referred to sector-related activities through the EBW network of service providers. Tracking this data (which includes information such as participant completions, certificates, job placements, etc.) could help identify how different elements of the region's sector-based partnerships are functioning, determine effectiveness and where changes need to be made. By incorporating data related to race and gender, the EBRPU could 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.

### **C. Strategies to Communicate with Regional Employers**

While the East Bay region spans two sizable, densely populated counties, overall, it is compact by California standards. The local boards within the region, therefore, share many businesses, which are actual or potential workforce system customers. Many workers commute across municipal and county boundaries, further highlighting the fact that businesses in the East Bay are regional employers.

When multiple workforce boards attempt to work together to promote their services to businesses that may need support in various locations, a common problem is disparate messaging and branding, which creates recognition problems and may cause confusion among business customers. The local boards of the East Bay recognized this problem many years ago and implemented a strategy that continues to support their efforts to communicate with regional employers. This strategy starts with the common EBW brand used by all four boards as the face of the local workforce development delivery system, along with co-branding as America's Job Centers of California, which link the regional system to the larger statewide network of workforce assistance centers. Business can access the EBW website to review services available for businesses and secure contact information for local business services representatives. To further promote consistent messaging and coordinated service delivery, Business Service Managers from the four local areas meet on a regular basis to discuss strategies for serving regional businesses. Service providers to businesses served by multiple boards may be funded through WIOA

Title I formula programs, regional grants, partner programs, or a combination of these resources.

## V. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

Providing job seekers and workers in the East Bay opportunities to improve their economic status and achieve long-term financial stability is a driving principle of the EBRPU. All four local boards, along with service providers, workforce system partners, and training organizations are committed to creating a regional workforce system that promotes equity. Following are descriptions of workforce development programs, initiatives, and strategies that empower individuals, families, and communities.

### A. Working with Businesses that Provide Quality Jobs

East Bay partner Boards will continue to prioritize business customers based on a several key factors, including whether the company is within one of the region's priority sectors; wages and wage progress potential; and opportunities for job and career advancement. While specific employer selection criteria are a matter of policy and, therefore, are determined at the local board level, it is central 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.

Regional leadership is also aware that the CWDB has adopted the following definition of job quality and strives to meet these criteria whenever possible:

*“Quality jobs provide family-sustaining wages, health benefits, a pension, worker advancement opportunities, and collective worker input and are stable, predictable, safe and free of discrimination. Quality jobs have the potential to transform workers’ lives and create resilient, thriving firms and communities and a more just and equitable economy.”*

### B. Shared Target Populations and Targeted Service Strategies

The local boards prioritize services to a wide range of vulnerable and underserved populations, including, but not limited to justice-involved individuals and opportunity youth. Below are examples highlighting current and potential regional strategies and initiatives to meet the unique needs of these priority populations. It should be noted that 2023 Biennial Modifications to PY 21-24 Local Plans developed by the four East Bay WDBs elaborate on services to other shared target populations, such as English language learners, foreign born individuals, refugees, non-custodial parents, CalFresh recipients, veterans, displaced workers, and others.

#### **Justice-Involved Individuals**

Justice-involved individuals face fundamental barriers to employment, including lack of access to housing or transportation, difficulties with document recovery, and behavioral health needs, which are often not addressed through traditional workforce development programs. There are 135 organizations within the region's network of publicly funded and community-based providers serving the supervised population, 48 of which provide some

level of workforce-related services. However, only a handful of organizations provide a continuum of workforce services paired with support services, and few provide earn and learn or on-the-job training opportunities. EBRPU is addressing this gap using Prison to Employment (P2E) funds, offering justice-involved individuals incentives to participate in workforce programs, strategies to remove barriers, and paths to a sustainable career.

The region is launching its second P2E project in 2023. EBRPU will continue to develop staff capacity to coordinate with crucial P2E partners, such as Probation and Community Correction Partnerships. The region is also building on our existing regional partnership with California Department of Corrections and Rehabilitation Division of Adult Parole Operations, and intends to expand reentry employer networks that are currently supported by various grants funded through federal, state, local, and philanthropic sources. The addition of new P2E funding to existing resources will infuse crucial support to help integrate these efforts into a seamless service delivery system that meets the needs of justice-involved populations.

### **Opportunity Youth**

EBW recognizes the significant barriers that youth and young adults involved with the foster or justice system, along with those who are homeless, experience in connecting to workforce services, career pathways, and employment. East Bay partner Boards plan to increase engagement and services for this population by adopting innovative strategies to address barriers and enable these opportunity youth to connect with life-sustaining employment. Promising strategies include Summer Youth Employment Programs; the Workforce Accelerator Program-funded East Bay Youth Technology Apprenticeship IT & Web Development Program; Securing the State youth program expenditure waiver to serve high risk in-school youth (foster, homeless, justice-involved) and provide career assessment and planning, paid work experience, and incentives for completing milestones; Leveraging county Foster Youth Services, Probation and McKinney Vento funding to provide educational supports for in-school opportunity youth; Outreach and WIOA enrollment of youth soon to be released from incarceration; and low youth to case-manager ratios. Additional strategies include, weekly financial stipends and incentives and high-touch connections to partners offering specialized supportive services, such as, housing assistance, life coaching, professional mentorship, and mental health services.

### **C. Equity and Ensuring Equal Access to Training and Services**

The EBRPU is engaged in a range of structural and systemic efforts intended to promote equity and economic justice in the region's workforce system. This is the focus of current regional plan implementation funding and of broader regional economic recovery planning activities. The goal is to integrate equity into the emerging strategies that boards will employ throughout the continued recovery from the COVID-19 pandemic. While the pandemic required the redirection of resources to address the most urgent issues, it has also provided the chance to revisit existing strategies and explore new approaches. For example, ACWDB is conducting extended data analysis, which has revealed underrepresentation of key target groups in various programs. These results have led to



an outreach strategy at the zip code level to reach individuals in targeted communities. Based on initiatives of this type, local level best practices have the potential to be scaled regionally.

The EBRPU has a number of other promising local level initiatives to draw upon. 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. State ETP funds have been used by the RWDB to offer paid work experience to students with disabilities, and by WDBCCC to provide medical assistant training in a partnership with the BAHWP. The local boards in Oakland, and Richmond 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 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.

### ***Increasing Equity Capacity***

Among the East Bay local boards, there is unanimous commitment to increasing workforce system capacity in the area of equity and economic justice. While strategies are in place, there is broad acknowledgement that improving equity for system customers is an ongoing process. Peer-to-peer learning among EBW partner Board Directors is continuous and includes discussions with key stakeholders to explore equity in workforce strategies. Going forward, partner boards may also consider identifying various local and regional policies and programs from various disciplines that have shown positive outcomes. Such information could be used to identify measures to track dimensions of equity in practices and outcomes across the regional workforce system, and could include adopting policies at the local level to support equity and job quality standards, along with those that emphasize income mobility.

The boards' commitment to improving equity strategies can create spaces for difficult and necessary conversations among the boards and with stakeholders. These conversations, inquiries, and learning exchanges have the potential to move the region forward in the design and/or adoption of practices to support greater equity and better job quality for the system's customers. Strategic service alignment across the region could take place where opportunities present themselves.

### ***Regional Equity Strategies***

Across the four local workforce areas of the East Bay, a wide range of effective workforce strategies have been promoted to increase equity and opportunity for all individuals and communities. As outlined within the analytical overview section of this Plan, a focus on educational attainment, skills development, and job-specific training for occupations providing good wages and strong advancement potential are part of a sound approach to

income mobility and creating paths to the middle class. The following approaches exemplify strong companion strategies to a focus on high wage, high demand jobs.

### ***Work/Wage-Based Training Models***

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 during their participation in extended education and training programs. 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. While there are numerous work-based training models allowable under WIOA and partner programs that offer earn-and-learn opportunities, EBW is focusing on two strategies offering both short- and long-term benefits to trainees: on-the-job training (OJT) and apprenticeships.

On-the-job training allows for employers to be reimbursed for a portion of a worker's wages while they are engaged in training. The training period generally lasts about three months, but is based on skills to be acquired and a dollar cap that varies by local board. Employers may be reimbursed up to 50 percent of hourly wages. When workers participate in OJT, they have the opportunity to earn wages, acquire skills, and learn job-specific functions at their new place of employment. Under the OJT model, workers are guaranteed a minimum of 32 hours per week and must be paid wages at least reflecting the current industry standard. Employers hire the trainee as a regular employee.

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. Apprenticeships can also offer women and persons of color the chance to overcome barriers by demonstrating their skills in the workplace, enabling them to be evaluated and hired on their merits, rather than being excluded based on their identification as part of a particular group.

Working with a wide range of partners, local workforce boards throughout California, including those in the East Bay, are beginning to accelerate their participation in the development and implementation of registered apprenticeships programs. For example, ACWDB has begun to publicize its commitment to enhance apprenticeship efforts, acknowledging that "apprenticeships are perhaps the most powerful, yet least understood model." The board is convening a local apprenticeship roundtable with the goal of increasing awareness and understanding of apprenticeships, identifying occupations for which apprenticeship programs are needed, developing and seeking approval of new apprenticeships, and implementing these programs in cooperation with employer sponsors.

### ***First Source and Local Hiring***

two of the local 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 businesses that 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 collaborate with providers of the Multi-Core Construction Curriculum (MC3) pre-apprenticeship training, which offers on-ramps into skilled trades in the building and construction sector.

The City of Richmond and the Port of Oakland whole have local hiring policies which mandate a certain percentage of those employed on government-funded construction projects be filled by qualified local residents. In Richmond, local hiring policies impact not only construction employment, but also retail, office, administrative, and other employment in the city.

### ***Wrap-Around Support***

A key to delivering supportive services with an equity lens is developing an equity-centered service delivery system, 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 has been replicated in part by ACWDB. The OWDB has also used an equity analysis to identify the most impacted communities and aligned resources to meet support needs.

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 in training, in their job search, and on the job. The following supportive services are some of the strategies that the region utilizes to empower job seekers and workers to participate in and successfully complete training and other workforce services: childcare; transportation; uniforms and work appropriate clothing; tools required for work; books; health and mental health services; costs to cover required medical tests (e.g., TB tests); legal services; emergency food; shelter; costs associated with obtaining required documentation or licensing (e.g., California state ID card, state testing, licensing fees); and parking permit fees for training purposes at community colleges or other training sites.

### ***Financial Literacy***

Financial literacy education supports participants moving toward financial self-sufficiency. The WDBCCC provides financial literacy services to enable workforce system participants 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 program participants, other boards within the region may consider scaling this model to help their participants improve financial literacy skills.

## VI. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

As described in the introduction to the 2023 Regional Plan Modification, the local workforce development boards' of the East Bay developed a structure to support program alignment many years prior to WIOA and California's implementation of the RPU framework for regional coordination. This long history of collaboration is the basis of the region's adoption of the "regional indicator" that is focused on resource coordination. The information that follows highlights both examples of collaboration and opportunities for cost sharing.

### A. Regional Coordination Strategies

The local workforce boards continue to build on past and current successes in aligning and integrating programs, services, and strategies. Below are approaches utilized to achieve coordination.

#### ***EASTBAY Works Memorandum of Understanding***

While the four local boards have distinct MOUs with core, required, and other local partners, the EBW partnership operates under its own regional MOU which enables the implementation of regional initiatives that are supported, primarily, by specialized grants from the CWDB and the state Employment Development Department.

The EBW MOU outlines goals core objectives for the partnership, including:

- Streamlining processes, reducing duplication, and managing similar services;
- Receiving grants or other funding for regional planning, plan implementation, staff, workforce system training, and expansion of regional initiatives;
- Coordinating execution of regional projects through sharing in regional funding;
- Agreeing that the lead subgrantee (local board) will contract with the other local boards in separate services agreements for each WIOA Subgrant to allocate funds and implement multi-board programs more efficiently; and
- Establishing a "lead agent" framework for other regional projects to efficiently implement regional initiatives.

#### ***America's Job Centers of California (AJCCs)***

The AJCCs of the East Bay region operate as independent entities, but contribute to regional strategies by sharing their information on the EBW website, which enables job seekers across the region to locate the services that are most accessible to them. The geographic distribution of the centers throughout the region's four local area Alameda and Contra Costa Counties unifies the region by providing access to one-stop services for all of the region's residents. Additionally, all funded service providers are required to publish events to the EBW regional online events calendar hosted by the EBW website.

***Coordination with Regional Economic Development***

East Bay partner Boards recognize economic development as an essential partner within the workforce development ecosystem of the region. 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 Directors' table. This relationship allows for cooperative conversations about regional business climate, business openings and closings, and other collaborative opportunities between economic development and workforce development. A key service of the EDA is its development of annual economic outlook reports that provide data and analysis on the current and emerging trends impacting the region's economy and its workforce.

Each local board within the region has its own relationships with economic development organizations and functions. The efforts of one board to coordinate workforce and economic development often inform strategies used by other boards. The OWDB is uniquely situated for collaboration with local economic development initiatives, as it is situated inside the City of Oakland's Office of Workforce and Economic Development. This structure enables the OWDB to 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 that has as its mission to increase the economic vitality and quality of life in the East Bay. Membership includes many of the region's largest employers. The WDBCCC collaborates with the CCEP in leading 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.

The region's participation in a Bay Area grant funded by California's Community Economic Resiliency Fund (CERF) program is the most current example of collaboration with economic development to achieve the goals it shares with the workforce development system. The Bay Area High Road Transition Collaborative (BA-HRTC), which includes representation by EBW leadership, will lead the planning phase of the CERF grant. BA-HRTC members will work together to re-envision regional economic development planning in ways that are centered around the values of equity, high-road employment, and sustainability and climate resilience, that are shaped by workers and impacted community/members themselves. Goals established for the planning phase include several efforts that correspond with strategies expressed in this Plan, including, but not limited to, investments in high road training partnerships that create economic mobility opportunities for local workers. The East Bay partner Boards will monitor the

progress of the BA-HRTC to assess where opportunities become available to support, participate in, and scale initiatives and efforts made possible through CERF funding.

### ***Promising Models for Strengthening Collaboration***

Among the promising practices for cooperative service delivery that have been implemented in the region is the Contra Costa Workforce Collaborative (CCWC). The CCWC is an innovative public-nonprofit partnership of twelve education and workforce development organizations that currently operate within Contra Costa 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 work toward development of pathways to sustainable, well-paid employment for diverse job seekers.

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.

Alameda County has adopted similar strategies and there is potential for all four boards within the region to take advantage of comparable models and ones that help to expand the workforce development system network beyond traditional boundaries to encompass a wide range of disciplines that reach individuals with multi-faceted and diverse needs.

## **B. Regional Administrative Cost Arrangements**

Regional grants and other funding have created opportunities for the local boards within the region to share and leverage funding that benefits all local workforce areas and the region as a whole.

### ***Budgeting for Coordination***

An annual EBW budget supports regional communications and functions, including the previously referenced website with a virtual service locator and a regional events calendar. The budget contains line items for resource development, strategic planning, and other items that are determined necessary when the annual budget is created. In addition, EBW administers the HOTJOBS email listserv that links more than 350 workforce, education, and training professionals and provides a conduit for information sharing in the field. The four local boards may also share costs of regional research and planning efforts, while they continue to explore opportunities for administrative cost sharing.

The regional budget also supports the Regional Organizer position. The RO is key to managing all regional initiatives, resource development, and grant reporting, and serves as a central point of contact and coordination between the workforce development system, regional industry partnerships and other system partners. The RO facilitates



meetings at various levels for local boards in the region (e.g., Directors, Program Managers, Business Services Managers, Career Center Managers and the service network) to identify best practices, troubleshoot obstacles, build capacity, enhance the EBW brand, and identify opportunities for collaboration and innovation.

### ***Strategic Initiatives***

Activities carried out under specialized grant programs provide the clearest examples of strategic initiatives under which local boards share costs and participate in centralized administration. Such programs include a Regional Equity and Recovery Partnership (RERP) grant program; state-funded Prison to Employment (P2E) grants; a series of Regional Plan Implementation (RPI) grants, which have been made available to regions since 2018 and which were preceded by regionally unifying “SlingShot” grants. Other discretionary grant programs in which two or more East Bay partner Boards participate also benefit from centralized administration and sharing of costs to support service delivery across multiple local workforce development areas.

Apart from participation in grant programs, strategic initiatives, such as comprehensive training that is planned for direct services staff of contracted providers and partners, exemplify the benefits of cost sharing across the region.

## VII. PRIORITIES AND KEY CONSIDERATIONS FOR THE EASTBAYWORKS REGION

As part of the process used to develop the original PY 21-24 Plan for the East Bay region, workforce leaders and their Regional Organizer held public input sessions via videoconference to gather ideas and recommendations from individuals representing workforce system stakeholder organizations and the community at large. Feedback from these sessions was embedded into the Plan. During the development of the 2023 biennial update to the Plan, the local boards once again came together to seek input from workforce system partners, stakeholders, and members of the community. Based on a public forum held to inform the update to the Regional Plan, several themes were identified. The topics enumerated below capture these themes and are now slated for further examination, exploration, development, and/or enhancement over the remaining period of the Regional Plan.

The Directors of the four local boards that comprise EBW will work with their WDB members, elected officials, business leaders, the Regional Organizer, and local partners and stakeholders to set an agenda for review of these priorities and, following such review, determine where, when, and how any related action should be taken.

1. Changing attitudes about work, careers, and the labor market, particularly among younger workers, have become more evident in the wake of the pandemic. Workforce system stakeholders need to take stock of differing values that exist within the current multi-generational workforce and help job seekers and businesses to better understand the ways in which varying views effect workforce priorities, workers' preferences, work styles, and more.
2. The digital divide and lack of digital equity significantly affect many groups and individuals within the region. The workforce system partners should work together and collaborate with government, the private sector, and other disciplines to formulate strategies to eradicate lack of digital access.
3. The regional workforce system should seek to build career pathways that create opportunities for income mobility across a wide range of growth sectors, including target sectors outlined in the Regional Plan and in sectors with emerging growth and significance.
4. Trauma and a range of issues that impact emotional well-being are among the most significant lingering effects of the pandemic for many East Bay residents, and workforce system partners should consider opportunities to collaborate with public and community-based mental health organizations and providers.
5. Local workforce development boards and workforce system partners should implement strategies to effectively inform businesses of services available to them, including work-based and hybrid learning programs in which businesses are directly involved in hosting/providing all or part of the training.

6. EBW may benefit from developing messaging that highlights and differentiates the value and content of its services from other programs and resources.
7. Given the limitations of WIOA on who can be served and the services that can be provided, local workforce boards throughout the East Bay region should examine opportunities to expand partnerships and linkages with organizations and programs that serve individuals and provide services that WIOA does not.
8. Many East Bay residents looked to non-traditional employment models, such as gig jobs, during the pandemic and remain interested in opportunities to create their own work opportunities. Workforce system partners should examine opportunities to increase the availability of entrepreneurial skills training.

## VIII. APPENDICES

- A. Stakeholder and Community Engagement Summary (Attachment 2)
- B. Public Comments Submitted During 30-day Public Comment Period (Attachment 4)
- C. Signature Page (Attachment 3)

## Stakeholder and Community Engagement Summary

The development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations as well as WIOA core, required, and strategic program partners. These partnerships will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

Stakeholders participating in the planning processes should include but are not limited to, employers, labor organizations, education partners, human services and housing partners as well as community-based organizations that provide services to target populations such as: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
<ul style="list-style-type: none"> <li>Email</li> <li><b>EASTBAYWorks</b> Google group</li> <li>Regional community college consortium convening</li> <li>Social media</li> </ul>	The public, job seekers, workforce partners/ stakeholders, workforce system partners and employers were all the general target of outreach efforts.	<p>On January 17, 2023, <b>EASTBAYWorks</b> offered a regional stakeholder and community forum, <b>“Economic Recovery and the Role of the Workforce System,”</b> to provide an opportunity for engagement and to gather input.</p> <p>43 individuals attended</p>	<p>Those in attendance represented:</p> <ul style="list-style-type: none"> <li>- Community Colleges</li> <li>- State College</li> <li>- Adult Education</li> <li>- Re-entry services</li> <li>- Adult, Dislocated Workers</li> <li>- Youth</li> <li>- Immigrant and refugee services</li> <li>- Economic Development</li> <li>- Industry</li> </ul>
Email In-Person Event	Alameda County WDB	Quorum of Board members, members	Regional Organizer offered a presentation

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
	Board Members	of the public, WDB staff	and Q/A on the Regional Plan Modification
Email Online Event	WDB Contra Costa County Board Members	Quorum of Board members, members of the public, WDB staff	Regional Organizer offered a presentation and Q/A on the Regional Plan Modification
Email In-Person Event	Oakland WDB Board Members	Quorum of Board members, members of the public, WDB staff	Regional Organizer offered a presentation and Q/A on the Regional Plan Modification
Email In-Person Event	Richmond WDB Board Members	Quorum of Board members, members of the public, WDB staff, elected officials	Regional Organizer offered a presentation and Q/A on the Regional Plan Modification





## **Regional Plan Update Stakeholder & Community Forum:** *Economic Recovery and the Role of the Workforce System*

**When:** January 17, 2023, 9 am – 10 am

**Cost:** FREE

**Location:** Zoom\*

**\*After you register, you will receive a confirmation email with the Zoom link.**

As **EASTBAY**Works prepares to update its current 4-year strategic workforce plan, input is needed from system stakeholders and the community on ways the system can best support job seekers, businesses, and other customers through this transition.

### ***Economic Recovery and the Role of the Workforce System***

As the economy continues to adjust to the endemic phase of COVID-19, businesses and the public are becoming accustomed to a fluctuating recovery characterized by shifting demand and supply-side priorities and needs. For the workforce development system, a return to “business as usual” means adapting to a new normal. This process brings with it a wide range of challenges, along, potentially, with significant opportunities.

Members of the community wishing to submit written input may email it to the attention of Michael Katz at [mkatz.eastbayworks@gmail.com](mailto:mkatz.eastbayworks@gmail.com).

**Register**



AC WDB • You  
Alameda County Workforce Development Board (ACWDB)  
2mo • 6

Do you have ideas about the regional workforce development landscape? Share your ideas at the EASTBAYWorks Regional Plan Stakeholder and Community Forum on January 17, 2023, from 9am-10am!

See the flyer below and register at <https://lnkd.in/gqRaYFcD>  
#CommunityForum #EASTBAYWorks



### Regional Plan Update Stakeholder & Community Forum: *Economic Recovery and the Role of the Workforce System*

**When:** January 17, 2023, 9 am – 10 am

**Cost:** FREE

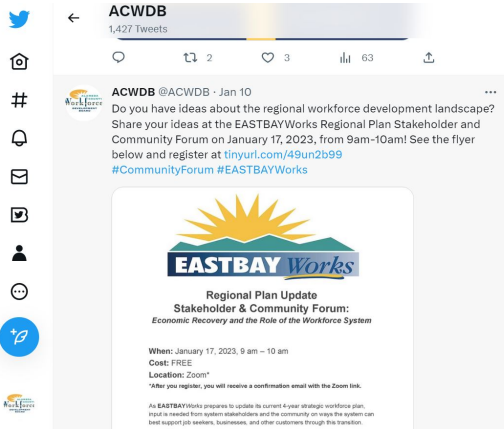
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#### EASTBAYWorks Regional Plan Stakeholder and Community Forum - January 17, 2023



Reed-Adjei, Latoya, SSA  
To: Reed-Adjei, Latoya, SSA  
Bcc:

Reply Reply All Forward Tue 1/10/2023 9:21 AM

Dear workforce partners,

Do you have an idea about what may enhance regional collaborations in workforce development? Perhaps you have a regional program or partnership in mind that you would like to talk about. The four workforce development boards in the East Bay (representing **EASTBAY Works** and the East Bay Regional Planning Unit) want to hear your thoughts about regional workforce issues and ideas!

Join us for the **EASTBAYWorks Regional Plan Stakeholder and Community Forum** on January 17, 2023, from 9am-10am.

Learn more below and **REGISTER** to attend! For questions about this event, please contact Michael Katz at [mikatz.eastbayworks@gmail.com](mailto:mikatz.eastbayworks@gmail.com)



### Regional Plan Update Stakeholder & Community Forum: *Economic Recovery and the Role of the Workforce System*



Alameda County Workforce Development Board is with City of Richmond, CA - Local Government and 2 others.

January 10 • 6

Do you have ideas about the regional workforce development landscape? Share your ideas at the EASTBAYWorks Regional Plan Stakeholder and Community Forum on January 17, 2023, from 9am-10am!

See the flyer below and register at <https://tinyurl.com/49un2b99>

#CommunityForum #EASTBAYWorks



**Workforce Development Board of Contra Costa County**

1,203 followers

2mo · 🌐

We want your input! Join us Jan. 17 from 9-10 a.m. for a stakeholder and community forum titled "Economic Recovery and the Role of the Workforce System."

...see more



**EASTBAYWorks Regional Plan Stakeholder and Community Forum**

eventbrite.com · 1 min read

👍 3

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Like



Comment



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Send

Be the first to comment on this



**Workforce Dev. Bd. of Contra Costa County** @WDBCCC · Jan 10

...

We want your input! Join us Jan. 17 from 9-10 a.m. for a stakeholder and community forum titled "Economic Recovery and the Role of the Workforce System." Register below to attend. You will receive the meeting link via email.

@ACWDB @CA\_Richmond



eventbrite.com

**EASTBAYWorks Regional Plan Stakeholder and Community Forum**

You're invited to EASTBAYWorks' Regional Strategic Plan update stakeholder engagement session!



↻ 1

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## **Regional Plan Update Stakeholder & Community Forum:** *Economic Recovery and the Role of the Workforce System*

**When:** January 17, 2023, 9 am – 10 am

**Cost:** FREE

**Location:** Zoom\*

**\*After you register, you will receive a confirmation email with the Zoom link.**

As **EASTBAY**Works prepares to update its current 4-year strategic workforce plan, input is needed from system stakeholders and the community on ways the system can best support job seekers, businesses, and other customers through this transition.

### ***Economic Recovery and the Role of the Workforce System***

As the economy continues to adjust to the endemic phase of COVID-19, businesses and the public are becoming accustomed to a fluctuating recovery characterized by shifting demand and supply-side priorities and needs. For the workforce development system, a return to “business as usual” means adapting to a new normal. This process brings with it a wide range of challenges, along, potentially, with significant opportunities.

Members of the community wishing to submit written input may email it to the attention of Michael Katz at [mkatz.eastbayworks@gmail.com](mailto:mkatz.eastbayworks@gmail.com).

**Register**

# ALAMEDA COUNTY WORKFORCE DEVELOPMENT BOARD (WDB)

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## MEETING NOTICE

Thursday, March 9, 2023  
9:00 AM – 12:00 Noon  
Eden Area Multi-Service Center

If you would like to make a public comment, please contact Board Secretary, Sheroza Haniff at [Sheroza.Haniff@acgov.org](mailto:Sheroza.Haniff@acgov.org) to request a speaker card prior to the meeting.

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## AGENDA

## PAGE

### I. PROCEDURAL ITEMS

- A. Call to Order and Roll Call
- B. Chair's Report
- C. Committee Chairs' Report
- D. Director's Report

### II. PUBLIC FORUM

Members of the public may address the Board regarding any of the Action Items, or public input at this time of the agenda. Speakers have a maximum of three minutes per person which must include the speaker's name and organization.

### III. CONSENT ITEMS

- A. Modification of Local Board Determination Training Policy
- B. Minutes of December 8, 2022

1  
3

### IV. ACTION ITEMS – PUBLIC HEARING

- A. Approval of the East Bay Regional Planning Unit Regional Plan Two-Year Modification
- B. Modified Local Plan Approval
- C. Contract Renewal Criteria Workforce Innovation and Opportunity Act Youth Services for PY 2022-2025
- D. Contract Renewal Criteria for Workforce Innovation and Opportunity Act Adult and Dislocated Worker Career Services Providers for PY 2022-2025

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### V. REPORTS

- A. Local Area Performance Reports
- B. Adult and Dislocated Worker Reports
  - B.1. Labor Force Participation Rate
  - B.2. Contract Performance Indicators Reports – Adults and Dislocated Workers
- C. Youth Contract Performance Indicators Reports
- D. Financial Indicators Report – PY 2022/2023
- E. Business Services Report
- F. Rapid Response Report
- G. Training Expenditures Report

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**OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)**

**EXECUTIVE COMMITTEE MEETING NOTICE**

City Hall, 1 Frank H. Ogawa Plaza, Oakland, CA

**Hearing Room 4**

Friday, March 17, 2023

8:30 a.m. – 11:00 a.m.

**AGENDA**

*Members of the public wishing to address the Board on issues shall complete a Speakers Card. Members of the public who wish to address the Board on published issues should do so at the time the agenda item is being discussed. Issues that the public wishes to address that are not published on the agenda will be heard during the Public Forum section. You will have 2-minutes to speak on the item.*

**I. PROCEDURAL ITEMS**

- a. Call to Order and Roll Call
- b. Chair Remarks

**II. ACTION ITEMS**

- a. Approval of Minutes (Action) - December 16, 2022

**III. INFORMATIONAL**

- a. Regional Plan Presentation
- b. Local Plan Overview
- c. Electrification Follow Up Report
- d. Summer Youth Employment Programming

**IV. PUBLIC FORUM**

(For items that members of the public wish to address that are NOT on the agenda)

**V. STAFF REPORTS**

**VI. ANNOUNCEMENTS**

**VII. CLOSING REMARKS & ADJOURN**

**NEXT SCHEDULED EXECUTIVE COMMITTEE MEETING**

**FRIDAY, JUNE 16, 2023**

**8:30 AM-11:00 AM**

*These WIOA Title I financially assisted programs or activities are “Equal Opportunity Employers/Programs”. Auxiliary aids and services are available upon request to individuals with disabilities.*



## **Workforce Development Board of Contra Costa County**

### **AGENDA**

**February 7, 2023**

**3:00 p.m. – 5:00 p.m.**

**Join to ZOOM Meeting**

<https://us06web.zoom.us/j/89874911799?pwd=KzVmN0NDWUI2RkMrSDZ3U3VYXU3QT09>

**Meeting ID: 898 7491 1799 Password: 242646**

**Join by Dial In 669-444-9171 or 253 215 8782**

- 3:00 PM**      **WELCOME AND CALL TO ORDER**  
**REMINDER OF POTENTIAL CONFLICT OF INTEREST**  
**PUBLIC COMMENT**
- 3:35 PM**      **EXECUTIVE DIRECTOR REPORT**  
**CHAIRS REPORT**  
**COMMITTEE CHAIR REPORTS**
- 3:40 PM**      **PRESENTATION ITEM**  
**P1      Regional & Local Plan PY 21-24 Two Year Modification**
- 3:55 PM**      **CONSENT AGENDA**  
**C1      Approve Minutes from November 1, 2022 meeting**  
**C2      Approve Board Application**  
**C3      Approve WDBCCC Presentation to the Board of Supervisors**
- 4:00 PM**      **ACTION ITEMS**  
**A1      Approve Amended & Reinstated CEO Agreement**  
**A2      Approve WDBCCC Midyear Budget Revision**  
**A3      Approve Regional & Local Plans PY 21-24 Two Year Modification**
- 4:30 PM**      **DISCUSSION ITEM**  
**D1      Access to Good Jobs**
- 4:45 PM**      **INFORMATIONAL/UPDATE ITEM(S)**  
**I1      Adult and Dislocated Worker Program Mid-Year Report**  
**I2      CCWorks Mid-Year Report**  
**I3      Youth Mid-Year Report**  
**I4      Business Services Mid-Year Report**  
**I5      [2022-2023 Triennial Sunset Review FINAL Report](#)**
- 5:00 PM**      **ADJOURN**

#### **UPCOMING COMMITTEE MEETINGS:**

*Youth Committee Meeting: Tuesday, March 7, 2023*

*Executive Committee Meeting: Wednesday, March 15, 2023*

*BED Committee Meeting: Wednesday, April 5, 2023*

*Full Board: Tuesday, May 2, 2023*

*Any appropriate public records related to an open session item on a regular meeting agenda and distributed by the Workforce Development Board and any of its committees to a majority of members of the Workforce Development and/or its committees, less than 72 hours prior to that meeting are available and for public inspection at 4071 Port Chicago Highway, Suite 250 Concord, CA during normal business hours.*

*The Workforce Development Board will provide reasonable accommodations for individuals with disabilities planning to attend Board meetings. Arrangements can be made by contacting the Workforce Development Board at 925.671.4560*



## **RICHMOND WORKFORCE DEVELOPMENT BOARD**

Xavier Abrams, Chairperson

Thursday, March 9, 2023

11:30 a.m. – 1:00 p.m.

### **AGENDA**

#### **I. Procedural Items**

- a. Call to Order and Roll Call
- b. Review and Approval of Minutes: November 17, 2022 and February 2, 2023

#### **II. Action Items**

- a. Local Plan Modification – Steven Schultz, The Glen Price Group
- b. Regional Plan Modification – Michael Katz, East Bay Regional Coordinator
- c. Policy Reviews – Jeff Shoji
  - 1 Self-Sufficiency Wage Threshold Policy
  - 2 WIOA Adult Priority of Service
  - 3 Dislocated Worker Locally Defined Eligibility Criteria
- d. Bylaws Ad hoc Committee, Uche Uwahemu, and Dr. D.C. Dorham-Kelly

#### **D. Announcements**

**- Adjournment-**

**This meeting will be recorded.**

**Next RWDB Meeting**  
**Thursday, May 11, 2023**  
**11:30 a.m. to 1:00 pm**  
**In-Person**

**330 25<sup>th</sup> Street, Richmond, CA 94804**

COMMUNICATION ACCESS INFORMATION: This meeting is being held in a wheelchair-accessible location. To request disability-related accommodation(s) to participate in the meeting, including auxiliary aids or services, please contact Laura Marquez at (510) 620-6974 at least three business days before the meeting date.

# SUMMARY OF COMMENTS

## Draft 2023 Biennial Modification to the PY 21-24 Regional Plan East Bay RPU

There were two comments to the draft version of the East Bay RPU's PY 21-24 Regional Plan biennial modification:

**Comment #1** – Alameda County First 5, submitted the attached letter highlighting the workforce needs of families with young children and early care and education professionals living and working in Alameda County and specifically the Alameda County Early Care and Education CalWORKs Apprenticeship program. The ECE apprenticeship model educates and trains CalWORKs parents and is a partnership of Alameda County First 5, Social Services Agency, and Tipping Point. They welcome the opportunity to share the final landscape analysis and recommendations to advance workforce supports for early care and education professionals to the public workforce system.

**Resolution** – East Bay RPU's Regional Organizer shared the invitation with the Workforce Development Board partners.

**Comment #2** – The California Labor Federation Workforce & Economic Development Program submitted a recommendation to focus on strategies that intersect with the State Board's High Road Training Partnerships (H RTP) and High Road Construction Careers (HRCC) programs which are systemic approaches to industry-driven workforce development addressing critical issues of equity, job quality, worker voice, and environmental sustainability through regional sector strategies.

**Resolution** – East Bay RPU Workforce Development Boards are partners on several High Road Training Partnership (H RTP) and High Road Construction Careers (HRCC) grants and echo the statement regarding the importance of aligning of H RTP, HRCC and WIOA programs and strategies to address issues of equity, job quality, worker voice, and environmental sustainability.



March 14, 2023

RE: Public Comment on Draft PY21–24 Regional Plan Biennial Modification

Dear Michael Katz,

Thank you for the opportunity to help inform the *EASTBAYWorks Draft PY21-24 Regional Plan Biennial Modifications*. **We are writing to highlight the workforce needs of families with young children and early care and education professional living and working in Alameda County.** East Bay Counties can invest in workforce supports for families with young children and the early care and education (ECE) workforce through investments that promote the structural conditions associated with child wellbeing, including kindergarten readiness, a predictor of 3rd grade success which is itself a proxy for long term academic, career, and life outcomes.

Our mission at First 5 Alameda County (First 5) is to build a local responsive early childhood system in support of young children and their families and caregivers. Healthy thriving communities are crucial for developing young minds and family well-being. Over the years, First 5's [Kindergarten Readiness Assessments](#) have revealed that kindergarten readiness is strongly linked to family access to basic needs, including access to livable wages.

In [Alameda County](#):

- 87% of Alameda County ECE professionals, most of whom are women of color, are considered very low-income for the County. 50% of ECE professionals earn \$18 or less per hour in Alameda County, roughly equivalent to \$39,280 per year in a county where a family of four must earn a \$137,660 annual income in order to cover their basic needs.
- Over 48,000 children 0-5 in Alameda County live below 85% of the state median income, a rough estimate for eligibility for subsidized child care.
- 50% of renters in Alameda County pay more than one-third of their income for rent. For families of young children, the cost of child care creates an additional financial burden and contribute to financial instability.

In alignment with the Draft EASTBAYWorks plan, First 5 has worked in partnership with Alameda County Social Services Agency and Tipping Point to support [the Alameda County Early Care and Education CalWORKs Apprenticeship](#). The ECE apprenticeship model educates and trains CalWORKs parents for a career in ECE and beyond while providing wrap-around supports to



ensure participants' successful completion of the program and entry into the workforce. The Apprenticeship provides:

- On the job training and mentorship
- No-cost college courses and tutoring
- Stipends and wages tied to professional milestones
- Soft and hard skills training
- A cohort learning environment
- Transportation and child care
- Resume and interview support

First 5 has partnered with Social Policy Research (SPR) on a county ECE Workforce Development planning process to help inform all ECE-related funding, investments, and non-resource related improvements in Alameda County. The process is meant to support policy changes, improve coordination, and leverage investments at the federal, state, and local level. We welcome the opportunity to share the final landscape analysis and recommendations to advance workforce supports for early care and education professionals.

Please read our [policy agenda](#) to learn more about our policy advocacy priorities that align with strategies that support our region's stability and prosperity.

In partnership,

A handwritten signature in blue ink that reads "Kristin Spanos".

Kristin Spanos  
Chief Executive Officer  
First 5 Alameda County



Michael Katz &lt;mkatz.eastbayworks@gmail.com&gt;

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**Please send me your comments re: WDBs leveraging H RTP grants to inform job quality, accessible pathways, equity-supporting policy strategies**

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**John Brauer** <jbrauer@calaborfed.org>

Fri, Mar 17, 2023 at 12:42 PM

To: Michael Katz &lt;mkatz.eastbayworks@gmail.com&gt;

Cc: "Navarro, Sofia" &lt;SNavarro@oaklandca.gov&gt;

Hi Michael-

Good to see you today. Hope this is helpful and can be included.

"One important strategy will be to intersect with the State Workforce Board's "High Road Training Partnerships and High Road Construction Careers Initiatives. High Road Training Partnerships (H RTP) and High Road Construction Careers (HRCC) are systemic approaches to industry-based workforce development addressing critical issues of equity, job quality, worker voice, and environmental sustainability. Ranging from transportation to healthcare, hospitality to construction, the High Road approach embodies the sector strategy championed by the State Board: industry partnerships that deliver equity, climate resilience, and job quality.

In the East Bay, H RTP Initiatives include:

- [Regional Workforce Strategies in Contra Costa County](#)
- [West Oakland Job Resource Center \(WOJRC\)](#)
- [High Road to Janitorial: Building Skills Partnership](#)
- [High Road to Safe Reopening: Building Skills Partnership](#)
- [High Road to the Future of Mobility](#)
- [High Road to Public Transit](#)
- [High Road to Hospitality](#)
- [High Road to Water](#)
- [High Road to Building Decarbonization in the San Francisco Bay Area](#)
- [High Road to Healthcare](#)
- [High Road to Food and Cannabis Processing](#)

In the East Bay, HRCC Initiatives include:

- [Construction Trades Workforce Initiative: East Bay Regional Trades Program \(EB RTP\)](#)

John Brauer

Workforce &amp; Economic Development (WED) Program

California Labor Federation, AFL-CIO

400 Roland Way

Oakland, CA 94621

1001 K ST, STE 200

Sacramento, CA 95814-3832

[jbrauer@calaborfed.org](mailto:jbrauer@calaborfed.org)

(510) 333-4478



**East Bay Regional Planning Unit  
2021-2024 Regional Plan  
2-Year Modification  
Local Board Approvals**

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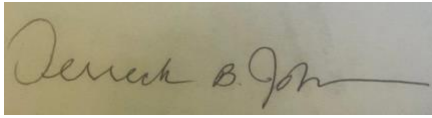
**Alameda County Workforce Development Board**



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Jennifer Cogley  
Deputy Director of Community Relations, Bayer  
Board Chair, Alameda County Workforce Development Board


**Oakland Workforce Development Board**



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Derreck Johnson, Founder  
Board Chair, Oakland Workforce Development Board

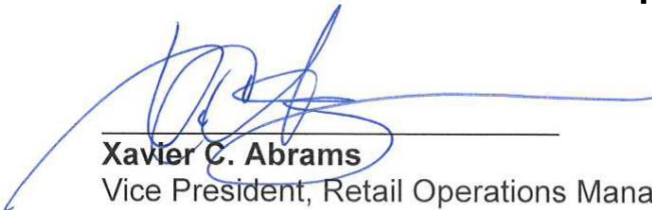
**Workforce Development Board of Contra Costa County**



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Yolanda Vega  
Peak Performance Corporate Training  
Board Chair, Workforce Development Board of Contra Costa County

**Richmond Workforce Development Board**



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Xavier C. Abrams  
Vice President, Retail Operations Manager  
Mechanics Bank  
Board Chair, Richmond Workforce Development Board