



Our Mission:  
The Workforce Development Board of Contra Costa County exists to promote a workforce development system that meets the needs of businesses, job seekers, and workers in order to ensure a strong, vibrant economy in Contra Costa County.

**Executive Committee**

**AGENDA**

**April 9, 2025**

**3:00 p.m. – 4:00 p.m.**

**4071 Port Chicago Highway, Conference Room A**

**Concord, CA 94520**

**San Diego Marriott Gaslamp Quarter**

**Lobby**

**600 K Street, San Diego, CA**

**Join Zoom Meeting**

**<https://us06web.zoom.us/j/83980337762?pwd=rtS7CZdcTZhPthndf76X9GXs84lYad.1>**

**Meeting ID: 839 8033 7762    Passcode: 980446**

- 3:00 PM        WELCOME AND CALL TO ORDER**  
**REMINDER OF POTENTIAL CONFLICT OF INTEREST**  
**PUBLIC COMMENT**
  
- 3:10 PM        EXECUTIVE DIRECTOR REPORT**  
**CHAIR’S REPORT**  
**COMMITTEE CHAIR REPORTS**
  
- 3:20 PM        CONSENT AGENDA**  
**C1        Approve Minutes from January 15, 2025 Executive Committee Meeting**
  
- 3:25 PM        ACTION ITEM**  
**A1        Approve Local Area Designation and Local Board Recertification for PY 25-27**  
**A2        Approve Regional Plan**  
**A3        Approve Board Applications**
  
- 3:55 PM        NEXT AGENDA ITEM(S)**
  
- 4:00 PM        ADJOURN**

*UPCOMING COMMITTEE MEETINGS: Subject to change if needed*  
*Youth Committee Meeting: Tuesday, April 23, 2025*  
*Full Board: Tuesday, May 13, 2025*  
*BED Committee Meeting: Wednesday, June 4, 2025*  
*Executive Committee Meeting: Wednesday, August 13, 2025*

*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*



## EXECUTIVE COMMITTEE MINUTES

Wednesday, January 15, 2025

The Executive Committee met on Wednesday, January 15, 2025 at 4071 Port Chicago Highway, Conference Room A Concord, CA. Co-Chair Terry Curley called the meeting to order at 3:03 pm, and reminded everyone of potential conflict of interest.

### ATTENDANCE

MEMBERS PRESENT: Michael McGill, Terry Curley, Thomas Hansen, Nichol Carranza

MEMBERS ABSENT: Joshua Anijar

OTHERS PRESENT: Natasha Paddock, Brandon Matson (Board Members)

WDB STAFF PRESENT: Tamia Brown, Rochelle Soriano, Ken Austin, Veronica Ramos, Iyadunni Adeyemi

### PUBLIC COMMENT

None

### **EXECUTIVE DIRECTOR REPORT**

#### **LOCAL PLAN:**

Local Boards are required to update their strategic plans every four years, with modifications every two years, in an effort to ensure that plans responsive to the changing labor market. Our current planning period ends June 30, 2025.

The WDB has engaged Glen Price Group (GPG) to develop the Local Strategic Plan in conjunction with staff to align with the California Workforce Development Board's vision and guidance for 2025-2028.

#### **GRANT:**

The Governor's Office of Land Use and Climate Innovation (LCI) selected the Contra Costa County Department of Conservation and Development as a Round 1 Grantee for the Extreme Heat and Community Resilience Program for its project, Urban Forest Management Plan, for which the WDBCCC was a co-applicant. The WDBCCC will be collaborating with Civicorps on developing the workforce training and employment piece. The WDBCCC will be receiving \$100,000 for its part, which will be supporting Civicorps in recruitment for its Arborist certificate and a tree-planting demonstration sub-project, as well as employer engagement and a career fair/hiring event.

#### **WIOA REAUTHORIZATION:**

Late last year, Congress announced that they have reached agreement on legislation to reauthorize the Workforce Innovation and Opportunity Act (WIOA) for the next five years; however, it includes a 50% training mandate, which has caused concerns in the workforce development community.

#### **CHAIR'S REPORT**

None

**CONSENT AGENDA**

**C1 Approve Minutes from November 17, 2023 Special Executive Meeting Minutes**

**Motion /Second Michael McGill/Terry Curley**

**Motion Passed**

**AYES:** Michael McGill, Terry Curley, Thomas Hansen, Nichol Carranza

**NAYS:** None

**ABSENT:** Joshua Anijar

**ABSTAIN:** None

**ACTION ITEM**

**A1 Approve FY 2025-26 WDB Proposed Budget**

That the Executive Committee approve the FY 2025-26 Proposed Budget as presented.

**Motion /Second Terry Curley/Michael McGill**

**Motion Passed**

**AYES:** Michael McGill, Terry Curley, Thomas Hansen, Nichol Carranza

**NAYS:** None

**ABSENT:** Joshua Anijar

**ABSTAIN:** None

**NEXT AGENDA ITEMS**

- Youth Committee revised meeting dates for 2025
- Budget updates/revisions
- Any other ideas please email Tamia and cc Rochelle

**THE MEETING ADJOURNED AT 4:00 PM**

Respectfully Submitted,

Rochelle Martin-Soriano, Board Secretary

/rms



---

**DATE:** April 9, 2025  
**TO:** Executive Committee  
**FROM:** Tamia Brown, Executive Director  
**RE:** **Approve Application for Local Area Designation and Recertification under WIOA**

---

**RECOMMENDATION**

That the Executive Committee authorize the WDB Chair to sign the “Application for Local Area Subsequent Designation and Local Board Recertification Application for Program Year 2025-27 Local Workforce Investment Area” and submit these documents to the Contra Costa County Board of Supervisors for approval and signature.

**A. BACKGROUND AND DISCUSSION**

WIOA Sections 106 and 107 provide criteria for subsequent designation of Local Areas and recertification of Local Boards. Specifically, WIOA Section 106 requires the Governor to designate Local Areas within the state, and WIOA Section 107 requires the Governor to certify one Local Board for each Local Area.

According to WIOA Section 106, a Local Area must have performed successfully, sustained fiscal integrity, and engaged in the regional planning process to receive subsequent designation. According to WIOA Section 107, a Local Board must have performed successfully, sustained fiscal integrity, and met membership requirements to receive recertification.

The applications for the Local Area subsequent designation and Local Board recertification have been combined into one application. Approved applications will be effective July 1, 2025 – June 30, 2027.

**B. CURRENT SITUATION**

To meet the established deadline in WSD24-10, WDB staff completed the attached “Application for Local Area Designation and Local Board Recertification Program Years 2025-27” to ensure that a document is submitted in a timely manner.

**C. SCHEDULE**

It is understood that some Local Areas may be unable to obtain local CEO approval by the submission deadline due to scheduling conflicts. If necessary, the Local Area may submit an unsigned copy of the application with an explanation for the absent signature(s) and a date by which the signed application will be sent. Local Area will not receive full subsequent designation status until a signed application is received.

Pending approval of the Full WDB, this matter would then be placed on the next available agenda of the Contra Costa County Board of Supervisors in order to ensure final submittal of a signed request for local area designation and local board recertification.

For the WDB to be designated as a local area under WIOA, signed documents must be submitted to the California Workforce Investment Board and California Employment Development Department no later than April 7, 2025.

**D. FISCAL & CUSTOMER IMPACT**

The vast majority of the WDB's operating funds are contingent on this action. Submittal of this item will continue to ensure that the WDB can be responsive to the needs of business and job seeker customers that utilize programs and services under its purview.

**E. ATTACHMENT**

**A1a:** EDD Directive WSDD-264-10 Subsequent Designation and Local Board Recertification

**A1b:** Application for Local Area Subsequent Designation and Local Board Recertification Application Program Year 2025-27 Local Workforce Development Area

**A1c:** WDBCCC Board Members Roster 01.2025

For any questions, please contact Tamia Brown, Executive Director at 925-671-4514 or email at [tbrown1@ehsd.cccounty.us](mailto:tbrown1@ehsd.cccounty.us)



## Directive

Date: January 16, 2025 Number: WSD24-10



### Local Area Subsequent Designation and Local Board Recertification for PY 25-27

#### Executive Summary

This policy provides guidance and establishes the procedures regarding the subsequent designation of Local Workforce Development Areas (Local Area) and recertification of Local Workforce Development Boards (Local Board) under the Workforce Innovation and Opportunity Act (WIOA). This policy applies to all current Local Areas interested in receiving subsequent designation and all current Local Boards interested in recertification under WIOA and is effective on the date of issuance.

This policy is developed by the California Workforce Development Board (CWDB) and contains some state-imposed requirements. All state-imposed requirements are indicated by ***bold, italic*** type.

This Directive finalizes Workforce Services Draft Directive *Local Area Subsequent Designation and Local Board Recertification PY 25-27* (WSDD-264), issued for comment on October 11, 2024. The Workforce Development Community submitted two comments during the draft comment period. A summary of comments, including all changes, is provided as Attachment 2.

This policy supersedes the Workforce Services Directive *Local Area Subsequent Designation and Local Board Recertification* (WSD22-14), dated May 2, 2023. This Directive remains active until further notice.

#### References

- WIOA (Public Law 113-128) Sections 106, 107, 121, 134, 181 and 184
- Title 2 *Code of Federal Regulations* (CFR) Part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), Sections 200.318, 200.339, 200.508
- Title 2 CFR Part 2900: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. [Department of Labor (DOL) Exceptions]
- Title 29 CFR Part 38: Implementation of the Nondiscrimination and Equal Opportunity Provisions of the WIOA

- Training and Employment Guidance Letter (TEGL) 19-16, *WIOA Adult, Dislocated Worker and Youth Activities Program Allotments for Program Year (PY) 2020; PY 2020 Allotments for the Wagner-Peyser Act Employment Service (ES) Program and the Allotments of Workforce Information Grants to States for PY 2020* (April 23, 2020)
- TEGL 11-19, Change 1, *Negotiations and Sanctions Guidance for the WIOA Core Programs* (May 10, 2023)
- TEGL 10-09, *Implementing Priority of Service for Veterans and Eligible Spouses in all Qualified Job Training Programs Funded in whole or in part by the DOL* (November 10, 2009)
- California Unemployment Insurance Code (CUIC) Sections 14202 and 14211
- [Workforce Services Directive](#) WSD20-02, *Calculating Local Area Performance and Nonperformance* (September 18, 2020)
- WSD19-05, *Monthly and Quarterly Financial Reporting Requirements* (December 4, 2019)
- WSD16-05, *WIOA Closeout Requirements* (July 29, 2016)
- WSD14-10, *Initial Local Area Designation and Local Board Certification Under WIOA* (February 20, 2015)

## Background

---

WIOA Sections 106 and 107 provide criteria for subsequent designation of Local Areas and recertification of Local Boards. Specifically, WIOA Section 106 requires the Governor to designate Local Areas within the state, and WIOA Section 107 requires the Governor to certify one Local Board for each Local Area.

According to WIOA Section 106, a Local Area must have performed successfully, sustained fiscal integrity, and engaged in the regional planning process to receive subsequent designation. According to WIOA Section 107, a Local Board must have performed successfully, sustained fiscal integrity, and met membership requirements to receive recertification.

The applications for the Local Area subsequent designation and Local Board recertification have been combined into one application. Approved applications will be effective July 1, 2025 – June 30, 2027.

## Policy and Procedures

---

### Definitions

For the purposes of this Directive, the following definitions apply:

***Engaged in Regional Planning – The Local Area has participated in and contributed to regional planning, regional plan implementation, and regional performance negotiations.***

*Membership* – The Local Board is in compliance with the membership requirements outlined under WIOA Section 107(b).

***Performed Successfully – The Local Area had an Individual Indicator Score of 50% or higher in Program Year (PY) 2022-23 or PY 23-24, as described in WSD20-02, Calculating Local Area Performance and Nonperformance).***

**Note** – Please report your “performance score” rather than the “adjusted level of performance.”

*Sustained Fiscal Integrity* – The Local Area certifies it has not been found in violation of one or more of the following during PY 22-23 or PY 23-24:

- *Final determination of significant finding(s)* from audits, evaluations, or other reviews conducted by state or local governmental agencies or the DOL identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any WIOA requirement.
- *Gross negligence* – Defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- *Failure to observe accepted standards of administration* – Local Areas must have adhered to the applicable uniform administrative requirements set forth in Uniform Guidance.

## **Application Process**

The local Chief Elected Official (CEO) and the Local Board Chair must complete and sign the Local Area Subsequent Designation and Local Board Recertification Application for PY 25-27 for a Local Area to request subsequent designation or a Local Board to request recertification. The completed application is due no later than **5 p.m. on Monday, April 7, 2025**, to the CWDB at [PolicyUnit@cwdb.ca.gov](mailto:PolicyUnit@cwdb.ca.gov). Please include “Local Area Subsequent Designation and Local Board Recertification Application” in the subject line.

Electronic signatures are permitted for the PY 25-27 application.

**Note** – It is understood that some Local Areas may be unable to obtain local CEO approval by the submission deadline due to scheduling conflicts. If necessary, the Local Area may submit an unsigned copy of the application with an explanation for the absent signature(s) and a date by which the signed application will be sent. Local Areas will not receive full subsequent designation status until a signed application is received.



### *Assessment of the Application*

The CWDB, in coordination with the Employment Development Department, will verify the information provided in the application to ensure the required criteria are met. The CWDB will then determine whether to recommend an approval, conditional approval, or denial of the application. The local CEO will be notified in writing of the decision.

If a subsequent designation application is conditionally approved, the local CEO must submit a “Corrective Action Plan” specifying the following:

- How they will meet the required criteria.
- When they will provide the CWDB with a corrected application.

### **Appeal Process**

A unit of local government (or a combination of units) that has requested and been denied subsequent designation as a Local Area under WIOA may appeal the denial to the CWDB, pursuant to WIOA Section 106. An entity that has been denied subsequent designation may appeal the decision and request a hearing.

An appeal and request for a hearing must be emailed to the CWDB within 15 calendar days from the email date of the notice of denial of subsequent designation.

The appeal must state, in writing, the following:

- Grounds for the appeal.
- Reasons why the appellant should be designated.

The CWDB will contact the appellant to schedule a hearing date within 15 calendar days of the receipt of the appeal. The CWDB will conduct the appeal hearing and provide a written decision to the appellant no later than 15 calendar days after the hearing.

### **Appeal of CWDB Decision**

A unit or combination of units of local government whose appeal has not resulted in designation as a Local Area may also appeal the denial to the DOL (WIOA Section 106[b][5]).

### **Action**

---

---

Bring this Directive to the attention of the local CEO, Local Board, and appropriate staff.

## Inquiries

---

If you have any questions, contact your [Regional Advisor](#).

/s/ JAVIER ROMERO, Deputy Director  
Workforce Services Branch

Attachments:

1. [Local Area Subsequent Designation and Local Board Recertification Application for PY 25-27 \(DOCX\)](#)
2. [Summary of Comments \(DOCX\)](#)

---

*The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.*

---

A1b

**Local Area Subsequent Designation  
and  
Local Board Recertification Application  
for  
Program Year 2025-27**

**Local Workforce Development Area**

Workforce Development Board  
of Contra Costa County

## **Application for Local Area Subsequent Designation and Local Board Recertification**

This application will serve as your request for Local Workforce Development Area (Local Area) subsequent designation and Local Workforce Development Board (Local Board) recertification for Program Year (PY) 2025-27 under the Workforce Innovation and Opportunity Act (WIOA).

If the California Workforce Development Board (CWDB) determines the application is incomplete, it will either be returned or held until the necessary documentation is submitted. Contact your [Regional Advisor](#) for technical assistance or questions related to completing and submitting this application.

Completed applications must be submitted to the CWDB at [PolicyUnit@cwdb.ca.gov](mailto:PolicyUnit@cwdb.ca.gov) by **5 p.m. on Monday, April 7, 2025.**

Workforce Development Board Contra Costa  
County

Name of Local Area

4071 Port Chicago Highway, Suite 250

Mailing Address

Concord, CA 94520

City, State, ZIP

\_\_\_\_\_  
Date of Submission

Tamia Brown

Contact Person

925-671-4514

Contact Person's Phone Number

## Local Board Membership

The WIOA Section 107(b)(2)(A) through (E) states the requirements for nominating and selecting Local Board members:

1. Provide the names of the individuals appointed for each membership category listed below.
2. Attach a roster for the current Local Board.

**Category: Business** – WIOA Section 107(b)(2)(A) requires that business members constitute a simple majority of the Local Board, and WIOA Section 107(b)(3) states that the chairperson shall also be a member under this category. Specifically, a majority of the Local Board’s business members shall constitute the following representatives under this membership category:

- Owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority.
- Representatives of businesses, including small businesses or business organizations.
- Individuals appointed by those who have been nominated by local business organizations and business trade associations.

List the Local Board’s business members and identify the chairperson by typing CHAIR after their name:

### Local Board Business Members

Name	Title	Entity	Appointment Date	Term End Date
Michael McGill	President/Principal Engineer	MMS Design Associates, Inc.	08/06/2024	06/30/2028
Jerry Aranas	Business Manager	Lam Research	07/26/2022	06/30/2026
DeVonn Powers	Founder/Chief Executive Director	Humanity Way, Inc.	08/06/2024	06/30/2028
Terry Curley	Executive Vice President	United Business Bank	07/26/2022	06/30/2026
Douglas R. Lezameta	Founder	Fusion Latina Network	08/01/2021	06/30/2025
Nichol Carranza	Sr. Rep. Corporate Social Responsibility & Public Affairs	Marathon at Martinez Renewable Fuels	06/07/2022	06/30/2026
Natasha Paddock	CEO/Executive Director	C.O.P.E. Family Support Center Inc.	08/06/2024	06/30/2028
Brandon Matson	Director of Strategic Comm.	Martinez Refining Company	08/06/2024	06/30/2028

**Category: Workforce** – Not less than 20 percent of the Local Board members shall be representatives from the Local Area’s workforce (WIOA 107[b][2][B]) who:

- Shall include representatives of labor organizations (for a Local Area in which employees are represented by labor organizations) who have been nominated by local labor federations or (for a Local Area in which no employees are represented by such organizations) other representatives of employees. California Unemployment Insurance Code (CUIC) Section 14202(b)(1) further requires and specifies that these representatives shall amount to not less than 15 percent of the Local Board membership and be subject to the following:
  - a. For a Local Area in which no employees are represented by such organizations, other representatives of employees shall be appointed to the board, but any Local Board that appoints representatives of employees that are not nominated by local labor federations shall demonstrate that no employees are represented by such organizations in the area.
  - b. Shall include a representative, who shall be a member of a labor organization or a training director from a joint labor-management apprenticeship program, or if no such program exists in the area, such a representative of a state-approved apprenticeship program in the area, if such a program exists.
- May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities.
- May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

List the Local Board’s workforce members:

**Local Board Labor Members**

<b>Name</b>	<b>Title</b>	<b>Entity</b>	<b>Appointment Date</b>	<b>Term End Date</b>
Thomas Hansen	Business Manager	IBEW Local 302	07/01/2021	06/30/2025
Joshua Anijar	Executive Director	Central Labor Council Contra Costa County	08/13/2024	06/30/2028
Timothy Jefferies	Business Manager/ST	Boilermakers Local 549	07/01/2021	06/30/2025
Steve Older	Registered Apprenticeship/Area Dir.	Machinists Union Local 1173	08/01/2021	06/30/2025

**Category: Education** – WIOA Section 107[b][2][C] requires that each Local Board include members who represent entities that administer education and training activities in the Local

Area. Specifically, the Local Board shall have education representatives under this membership category from the following entities:

- Eligible Title II adult education and literacy providers
- Institutions of higher education providing workforce investment activities

Members may be representatives from local educational agencies and community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

List the Local Board’s education members:

**Local Board Education Members**

Name	Title	Entity	Appointment Date	Term End Date
Steve France	Director	Del Valle Education Center	08/01/2021	06/30/2025
Kelly Schelin	Assoc. Vice Chancellor	Contra Costa College	08/06/2024	06/30/2028

**Category: Economic and Community Development** – WIOA Sections 107[b][2][D] and [E] require each Local Board to include governmental, economic, and community development representatives under this membership category from the following entities:

- Economic and community development organizations
- The state’s employment service office under the *Wagner-Peyser Act*
- Programs carried out under Title I of the federal *Rehabilitation Act*

A Local Board may have representatives from transportation, housing, and/or public assistance agencies; philanthropic organizations; and/or an individual or representatives of entities determined to be appropriate by the local Chief Elected Official (CEO).

List the Local Board’s economic and community development members:

**Local Board Economic and Community Development Members**

Name	Title	Entity	Appointment Date	Term End Date
Leslay Choy	Executive Director	San Pablo Economic Development	08/06/2024	06/30/2028
Richard Johnson	Employment Service/Program Manager II	California Employment Development Department	08/06/2024	06/30/2028

ADDITIONAL MEMBERS				
Name	Title	Entity	Appointment Date	Term End Date
Gregory Brooks	Principal, Adult Education	West Contra Costa County Unified School District	08/06/2024	06/30/2028
Alison McKee	County Librarian	Contra Costa Library	08/13/2024	06/30/2028

**Performed Successfully**

The Local Area hereby certifies that it has performed successfully, defined as having an Individual Indicator Score of 50 percent or higher in PY 22-23 or PY 23-24, as described in Workforce Services Directive WSD20-02, Calculating Local Area Performance and Nonperformance (September 18, 2020).

**Note** – Report your “performance score” rather than the “adjusted level of performance.”

**PY 22-23 Scores**

Indicator	Adults	Dislocated Workers	Youth
Employment Rate 2 <sup>nd</sup> Quarter After Exit	<u>104.0%</u>	<u>107.1%</u>	<u>101.4%</u>
Employment Rate 4 <sup>th</sup> Quarter After Exit	<u>106.8%</u>	<u>110.9%</u>	<u>107.7%</u>
Median Earnings	<u>114.3%</u>	<u>95.9%</u>	<u>112.3%</u>
Credential Attainment	<u>111.6%</u>	<u>103.8%</u>	<u>109.2%</u>

**PY 23-24 Scores**

Indicator	Adults	Dislocated Workers	Youth	Overall Indicator Score
Employment Rate 2 <sup>nd</sup> Quarter After Exit	<u>90.4%</u>	<u>87.4%</u>	<u>91.8%</u>	____%
Employment Rate 4 <sup>th</sup> Quarter After Exit	<u>93.8%</u>	<u>89.1%</u>	<u>73.5%</u>	____%
Median Earnings				



Indicator	Adults	Dislocated Workers	Youth	Overall Indicator Score
	<u>119.1%</u>	<u>71.0%</u>	<u>88.9%</u>	_____%
Credential Attainment	<u>81.8%</u>	<u>81.6%</u>	<u>42.1%</u>	_____%
Measurable Skills Gain	<u>116.1%</u>	<u>113.0%</u>	<u>81.9%</u>	_____%
Overall Program Score	_____%	_____%	_____%	---

**Sustained Fiscal Integrity**

The Local Area hereby certifies that it has not been found in violation of one or more of the following during PY 22-23 or PY 23-24:

- *Final determination of significant finding(s)* from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any WIOA requirement.
- Gross negligence – defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- Failure to observe accepted standards of administration – Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 2 *Code of Federal Regulations* (CFR) Part 200 (Uniform Guidance).

Certify No Violation:

**Engaged in Regional Planning**

*Engaged in regional planning* is defined as participating in and contributing to regional planning, regional plan implementation, and regional performance negotiations. The Local Area hereby certifies that it has participated in and contributed to regional planning and negotiating regional performance measures in the following ways:

The region funded economic development partner, East Bay Economic Development Alliance, to develop an analytical overview of the region, a required component of the PY 25-28 Regional Plan.

East Bay RPU sustained strong collaborative structures including regular convenings of executive and board leadership to apply for and coordinate regional grants, share best practices and programs, align policies, troubleshoot, and explore additional opportunities to enhance their partnership and promote **EASTBAYWorks** brand. In addition, the partners strategize around the region's sector partnerships.

Data to inform the measurement of regional metrics was collected in collaboration with contracted training providers and managed by the Regional Organizer (RO) who is in regular communication with all local board partners. The Regional Organizer regularly updated all Adult/Dislocated Worker and Youth/Youth Adult Program Managers about training attendance and evaluation data to feed continuous improvement in the regional capacity building training program.

An important best practice that supports data gathering has been a requirement in all funded providers' contracts to participate in training provided by **EASTBAYWorks**.

## **Local Area Assurances**

Through PY 25-27, the Local Area assures:

- A. It will comply with the applicable uniform administrative requirements, cost principles, and audit requirements (WIOA Section 184[a][2] and [3]).

Highlights of this assurance include the following:

- The Local Area's procurement procedures will avoid the acquisition of unnecessary or duplicative items, software, and subscriptions (in alignment with Uniform Guidance Section 200.318)
- The Local Area will maintain and provide accounting and program records, including supporting source documentation, to auditors at all levels, as permitted by law (Uniform Guidance Section 200.508).

Note that failure to comply with the audit requirements specified in Uniform Guidance Subpart F will subject the Local Area to a potential cash hold (Uniform Guidance Section 200.339).

- B. All financial reporting will be done in compliance with federal and state regulations and guidance.

Highlights of this assurance include the following:

- Reporting will be done in compliance with WSD 19-05, Monthly and Quarterly Financial Reporting Requirements (December 4, 2019).
- All close-out reports will comply with the policies and procedures listed in WSD16-05, WIOA Closeout Requirements (July 29, 2016).

Note that failure to comply with financial reporting requirements will subject the Local Area to a potential cash hold. (Uniform Guidance Section 200.339)

- C. Funds will be spent in accordance with federal and state laws, regulations, and guidance.

Highlights of this assurance include the following:

- The Local Area will meet the requirements of the *CUIC Section 14211* to spend a minimum of 30 percent of the combined total of WIOA Title I adult and dislocated worker formula fund allocations on training services.
- The Local Area will not use funds to assist, promote, or deter union organizing (WIOA Section 181[b][7]).

- D. The Local Area will select America's Job Center of California<sup>SM</sup> operator(s) through a competitive procurement process, such as a Request for Proposals, unless designated or certified as an operator with the agreement of the local CEO and the Governor (WIOA Section 121[d][2][A] and 107[g][2]).
- E. The Local Area will collect, enter, and maintain data related to participant enrollment, activities, and performance necessary to meet all CalJOBS<sup>SM</sup> reporting requirements and deadlines.
- F. The Local Area will comply with the nondiscrimination provisions of WIOA Section 188 and Title 29 CFR Part 38, including the collection of necessary data.
- G. The Local Area will engage in and contribute to regional planning and regional plan implementation (for example, the Local Area has participated in regional planning meetings and regional plan implementation efforts, and the Local Board and local CEO have reviewed and approved the regional plan and two-year modifications).
- H. The Local Area will participate in regional performance negotiations.
- I. The Local Area will comply with CWDB policies and guidelines, legislative mandates, and/or other special provisions as may be required under federal law or policy, including the WIOA or state legislation.

- J. Priority shall be given to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services funded by WIOA Adult funding (WIOA Section 134[c][3][E] and Training and Employment Guidance Letter [TEGL] 10-09, and TEGL 19-16).

## Application Signature Page

Instructions – The local CEO and Local Board Chair must sign and date this form. Electronic signatures are permitted for the PY 25-27 application.

By signing the application below, the local CEO and Local Board Chair request subsequent designation of the Local Area and recertification of the Local Board. Additionally, they agree to abide by the Local Area assurances included in this application.

Local Board Chair

Local CEO

---

Signature

---

Signature

Terry Curley

Supervisor Candace Anderson

---

Name

---

Name

WDB Board Chair

Board of Supervisor Chair of the Board

---

Title

---

Title

---

Date

---

Date



## BOARD MEMBER PUBLIC ROSTER

A3d

BUSINESS SEAT	NAME	ORGANIZATION	INDUSTRY	District # (Employment)
BUSINESS 1	Michael McGill	MMS Design Associates	Construction	District #2
BUSINESS 2	Jerry L. Aranas	Lam Research	Computer & Technology	District # -
BUSINESS 3	Devonn Powers	Humanity Way, Inc.	Social Service	District #4
BUSINESS 4	Terry Curley	United Business Bank	Banking	District #4
BUSINESS 5	Douglas Lezameta	Fusion Latina Network	Advertising & Marketing	District #4
BUSINESS 6	VACATED due to Resignation			
BUSINESS 7	Nichol Carranza	Marathon Petroleum Corporation	Advanced Manufacturing	District #5
BUSINESS 8	VACATED due to Resignation			
BUSINESS 9	VACANT			
BUSINESS 10	Natasha Paddock	C.O.P.E. Family Support Center Inc.	Social Service	District #5
BUSINESS 11	Brandon Matson	Martinez Refining Company	Advanced Manufacturing	District #5
BUSINESS 12	VACANT			
BUSINESS 13	VACANT			
WORKFORCE/LABOR	NAME	ORGANIZATION	INDUSTRY	District # (Employment)
LABOR SEAT # 1	Thomas Hansen	IBEW Local 302	Advanced Manufacturing	District #5
LABOR SEAT # 2	Joshua Anijar	Central Labor Council Contra Costa County	Skilled Trades	District #5
LABOR SEAT # 3	Timothy Jefferies	Boilermakers Local 549	Advanced Manufacturing	District #5
LABOR SEAT # 4	Steve Older	Machinists Union Local 1173	Advanced Manufacturing	District #4
LABOR SEAT # 5	VACATED due to Resignation			
EDUCATION & TRAINING	NAME	ORGANIZATION	INDUSTRY	District # (Employment)
EDUCATION & TRAINING #1 (ADULT EDUCATION)	Steven France	Del Valle Education Center	Education	District #4
EDUCATION & TRAINING #2 (HIGHER EDUCATION)	Kelly Schelin	Contra Costa Community College District	Education	District #1
EDUCATION & TRAINING #3 (ECO./COMMUNITY DEV.)	Lestay Choy	San Pablo Economic Development	Advertising & Marketing	District #1
EDUCATION & TRAINING # 4 (WAGNER PEYSER)	Richard Johnson	California Employment Development Department	Government	District #4
EDUCATION & TRAINING # 5 (VOCATIONAL REHAB.)	VACANT			
FLEX SEAT	NAME	ORGANIZATION	INDUSTRY	District # (Employment)
FLEX SEAT #1	Gregory Brooks	West Contra Costa Unified School District	Education	District #1
FLEX SEAT # 2	Alison McKee	Contra Costa County Library	Government	District #5

**DATE:** April 9, 2025  
**TO:** Executive Committee  
**FROM:** Maureen Nelson, Administrator  
**RE:** **Approve DRAFT of Regional Strategic Plan 2025-2028**

---

## **RECOMMENDATION**

That the Executive Committee approve the Draft 2025-2028 Regional Plan as presented and authorize any potential minor changes resulting from a 30-day public comment period (March 19 through April 19, 2025), and direct staff to submit the Final Regional Plan to the State Workforce Board by April 27, 2025.

### **A. BACKGROUND**

The East Bay Regional Planning Unit (EBRPU), established by the State of California, consists of four Local Workforce Development Boards: Alameda and Contra Costa counties, and cities of Oakland and Richmond. The EBRPU collaborates on strategic planning, resource development, and implementation of regional grants and special initiatives. Every four years, the State requires regions to produce a new Regional Plan. Guidance detailing required content was released on December 20, 2024. The deadline for submission to the State is April 27, 2025.

### **B. CURRENT SITUATION**

The EBRPU conducted two in-person stakeholder engagement sessions on January 8, 2025: one in Richmond and the other in Oakland. The EBRPU also conducted a virtual stakeholder engagement session on January 30, 2025. All three events were facilitated by David Shinder, who was contracted to produce the report. East Bay Economic Development Alliance generated a complementary Regional Analytical Overview, including required data elements and additional data and analysis.

### **C. SCHEDULE**

- January 2025 – Three Community and Stakeholder Engagement Events held
- March 1-18, 2025 – Plan drafted; internal review
- March 19-April 19, 2025 – Plan posted for 30 days of public comment
- April 27, 2025 – Regional Organizer submits approved Plan to State CWDB

### **D. FISCAL IMPACT**

Contra Costa's portion of cost for Regional Plan development: \$17,250.

### **E. CUSTOMER IMPACT**

A sound regional plan helps the EBRPU intentionally build industry sector engagement, drive workforce development outcomes across multiple jurisdictions, and expand on-ramps to career pathways for individuals with barriers to employment. It also provides a roadmap for aligning

resources and investments to meet specific outcomes and ensures that regional efforts align with the State Strategic Plan.

**F. ATTACHMENTS**

**A2a** EDD Directive WSD 24-09 Regional & Local Planning Guidance

**A2b** 2025-2028 DRAFT East Bay Regional Planning Unit Strategic Plan

For any questions, please contact Michael Katz, Regional Organizer, at 510-205-5902 or email [mkatz.eastbayworks@gmail.com](mailto:mkatz.eastbayworks@gmail.com).



## Regional and Local Planning Guidance for PY 2025-28

### Executive Summary

This policy provides the guidance and establishes the procedures regarding the Regional and Local Plans for Program Years (PY) 2025-28, effective July 1, 2025, through June 30, 2029, as required by the *Workforce Innovation and Opportunity Act* (WIOA). This policy applies to Local Workforce Development Boards (Local Board) and is effective on the date of issuance.

This policy is developed by the California Workforce Development Board and contains some state-imposed requirements. All state-imposed requirements are indicated in ***bold, italic*** type.

This Directive finalizes Workforce Services Draft Directive *Regional and Local Planning Guidance for PY 25-28* (WSD22-262), issued for comment on September 18, 2024. The Workforce Development Community submitted eight comments during the draft comment period. A summary of comments, including all changes, is provided in Attachment 4.

This policy supersedes *Regional and Local Planning Guidance for PY 21-24 Two Year Modifications* (WSD22-05), dated October 27, 2022. Retain this Directive until further notice.

### References

- Workforce Innovation and Opportunity Act, Public Law Sections 106 – 108 and 121
- Title 20 Code of Federal Regulations (CFR) Sections 679.200 through 679.580
- Training and Employment Notice (TEN) 21-16, WIOA Regional and Local Planning and Local Board Responsibilities Questions and Answers (December 5, 2016)
- California Unemployment Insurance Code (CUIC) Sections 14000 through 18012
- [California's 2024-2027 Unified Strategic Workforce Development Plan](#) (State Plan)
- [Workforce Services Directives](#) WSD22-13, Selection of AJCC Operators and Career Services Providers (May 1, 2023)
- WSD19-09, Strategic Co-Enrollment – Unified Plan Partners (February 12, 2020)
- WSD18-12, WIOA Memorandums of Understanding (April 30, 2019)
- WSD17-07, WIOA Youth Program Requirements (January 16, 2018)
- WSD17-01, Nondiscrimination and Equal Opportunity Procedures (August 1, 2017)
- WSD16-04, Rapid Response and Layoff Aversion Activities (July 22, 2016)

## Background

---

### **Overview of State Plan, Regional Plans, and Local Plans**

The [State Plan](#) provides a conceptual outline for Local Boards and their partners as they jointly develop Regional and Local Plans. The State Plan policy objectives, developed in collaboration with WIOA partners, work towards the shared vision of creating a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service delivery.

As outlined under WIOA Section 106, Regional Plans provide a roadmap for aligning resources and investments to meet specific outcomes within the 15 Regional Planning Units (RPU). Regional Plans articulate how RPUs will intentionally build industry sector engagement, drive workforce development outcomes across multiple jurisdictions, and expand on-ramps to career pathways for individuals with barriers to employment.

As outlined in WIOA Section 108, Local Plans provide an action plan for operationalizing the road map laid out in the Regional Plan by describing how individuals access services through the America's Job Center of California<sup>SM</sup> (AJCC) system. Local Plans set concrete goals and detail how local boards will coordinate with local partners to ensure person-centered service delivery. By utilizing robust partnership agreements, Local Boards can support the collaborative effort to achieve their shared vision.

In addition to the federal planning requirements, WIOA indicates that Regional and Local Plans should be consistent with the vision and goals of the State Plan. This guidance weaves together federal and state requirements to develop cohesive narratives for regional and local plans, with the intent of assisting the development of a seamless blueprint for the operationalization and implementation of all required Plan content.

### **Changing Economic Landscape**

After four years of COVID-19, California's economy is rebounding toward pre-pandemic conditions. However, for communities that have historically experienced barriers to employment, the pandemic-induced recession intensified long-standing disparities and economic inequalities. Although some workers have benefited from higher wages due to a tightening of the labor market, the resulting burden of pandemic-related inflation has placed more pressure on low-income families who are already stretched thin. Given the current economic landscape, including high inflation and shortages in career pathways, each RPU and Local Board must identify vital industrial sectors within its boundaries to achieve a greater impact on services delivered.

### **Additional Criteria**

While the planning process can be beneficial for gathering a comprehensive view of the current workforce development system within the state's diverse regional and local landscapes, the California Workforce Development Board (CWDB) recognizes that Regional and Local Plans

must be developed while the state’s economy and labor market continues to recover from the recession and that adjustments to current goals, strategies, and objectives are an iterative process. Therefore, Local Boards are encouraged to view new additional criteria as opportunities to establish policy prototypes that can be refined during the two-year modification and after.

## Policy and Procedures

---

### **Regional Plans**

According to WIOA, establishing regions is intended to align workforce development activities and resources with regional economic development areas and available resources. While the vision and policy objectives laid out in the State Plan were used to guide the development of the criteria below, RPUs have significant discretion to determine how these approaches will be best actualized within their regions.

### **Analytical Overview of the Region**

This section of the Regional Plan should provide an analysis of the economic conditions and trends in the region, as well as an analysis of the current workforce. The analyses may be completed using data compiled from a variety of resources, including local partners providing measures of self-sufficiency; WIOA core, required, and state partners; Labor Market Information (LMI); Bureau of Labor Statistics; Cross-System Analytics and Assessment for Learning and Skills Attainment (CAAL-Skills) reports; employer engagement, and other relevant sources. California LMI data is available for reference on the Regional Planning Unit Labor Market Data webpage.

### **Workforce and Economic Analysis**

The Regional Plan represents the big picture of a region’s economy and workforce environment, focusing on collaborative strategies to be implemented across multiple Local Workforce Development Areas (Local Area) to attain regional goals and objectives. This should start with an analysis that provides insight into the current and future needs of employers and job seekers, including historically unserved and underserved populations and people with disabilities in the region. The analysis should consider the impact of recent events (e.g., COVID-19, natural disasters, amplified movement for racial justice, inflation, recent retirement influx, etc.) on the regional economy. The quantitative and qualitative data provided in this analysis should be used as a foundation for informing the rest of the Plan.

The Regional Plan should provide analyses of the following:

- Current employment and unemployment data.
- Current educational and skill levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.
- Industries and occupations with an emerging demand.

## **Regional Indicators**

A key objective of Regional Planning efforts is to connect AJCC services to a regional skills infrastructure that aligns with regional labor market needs. Four Regional Indicators were previously developed to assess coordination and measure progress within the RPUs. The indicators provided a valuable measure of processes and activities utilized by RPUs to establish a foundation for driving a regional approach and aligning the needs of regional industry sectors and employers.

***Each RPU must establish objective metrics associated with at least two or more of the following four Regional Indicators:***

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

The CWDB does not see this as a one-size-fits-all exercise, resulting in one set of uniform metrics across the state. Instead, it is a chance for each RPU to jointly agree upon data points that consider their region's unique needs and demonstrate regional work's impact on their residents. RPUs will outline the impact of the progress in their communities and communicate what is anticipated for the next four years. For regions experiencing challenges establishing measurable metrics, the CWDB will assist with metric development by analyzing and utilizing regional data.

***The Regional Plan should accomplish the following:***

- ***State which two of the four regional indicators the RPU selected and the objective metrics established for each indicator chosen. If the region modified/ revised its metrics to better align with the intent of the selected indicator, please explain why changes occurred and provide an analysis for the new metrics.***
- ***Provide an assessment of the impacts, lessons learned, and progress on tracking and evaluating the regionally agreed metrics of each RPU's local workforce service delivery systems (e.g., change in service strategies, improved participant outcomes, new partner engagement, etc.).***

## **Fostering Demand-Driven Skills Attainment**

This section of the Regional Plan aligns with the key indicators of the region's process for communicating industry workforce needs to supply-side partners. Workforce and education programs should receive timely and accurate information from industry on the sectors and jobs driving growth in the region. Each region should use that information to align program content with the state's industry sector needs to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.

## Regional Sector Pathways

Regional sector pathway programs are career pathways that result in attaining industry-valued and recognized postsecondary credentials. These credentials are portable and aligned with regional workforce needs. RPUs must ensure these career pathway programs are responsive to the historic economic disparities in our state. The strategy should focus on the flexibility of pathways with multiple entry and exit points to best serve marginalized communities.

Regional Plans should cultivate partnerships to promote the expansion of employer engagement and recruitment and coordination between the education and workforce development systems. Obstacles like subcontracted labor call for increased coordination to support industry sector partnership expansion.

***The Regional Plan should achieve the following:***

- ***Identify the in-demand industry sectors or occupations for the region.***
- ***Describe the development and implementation of current and new sector-based initiatives planned for the next four years that address the needs of regionally in-demand industries or occupations.***
- ***Describe what processes or strategies the RPU uses to communicate effectively and cohesively with regional employers.***

## Enabling Upward Mobility for All Californians

This section of the Regional Plan aligns with two key indicators:

1. The region's policies for supporting equity and improving job quality.
2. Advancing economic prosperity of shared target populations.

Workforce and education programs should be accessible to all Californians, especially populations who experience barriers to employment. It is important to ensure that everyone has access to a marketable set of skills and can access the level of education necessary to get a job that ensures both long-term economic self-sufficiency and security.

## High Road Workforce System

California's vision for the future of workforce development is centered on establishing and growing a [High Road](#) workforce system that focuses on equitable jobs, a carbon-neutral environment, and meaningful industry engagement that places Californians in [quality jobs](#) with economic security. For more information on the High Road model, please review the CWDB's [High Road](#) resources.

Regional Plans serve as a blueprint to advance job quality efforts with employers who offer jobs with good wages and benefits, champion the worker's voice, provide good working conditions (including paid sick days, paid family leave, and paid medical or short-term disability leave), and provide adequate hours with predictable schedules that enable employees to meet their family caregiving commitments. These efforts also include strategies that address upskilling uncertain jobs, skill standards, apprenticeship/career pathways, and support ongoing training and

employee development, which benefits industry efficiency and productivity.

Removing barriers to employability for underserved communities, access to quality jobs, and access to family resources are critical interventions to improve the shared interests of employers, workers, and job seekers. The *Strategic Planning Elements* subsection, *Implementing High Road Workforce Development* of the [State Plan](#) further discusses the four interventions that are critical to achieving equity, sustainability, and economic security in California's workforce. Regarding these themes of worker participation, job quality and job access, regional efforts can describe what those processes should look like.

***The Regional Plan should address and describe the following:***

- ***How the RPU promotes job quality and commits to working with employers to improve job quality and access to jobs.***
- ***How the RPU integrates targeted service strategies (e.g., education, workforce training, and family resources) for the region's unserved and underserved communities.***

## **Climate and Environmental Sustainability**

California's [High Road](#) vision for workforce development focuses on protecting the environment, especially against climate change. It recognizes that climate change affects the state's economy and disproportionately impacts low-income communities and communities of color.

Every occupation and industry is affected by climate change and/or influences the environment to varying degrees. As California moves toward a carbon-neutral economy, entire industries are changing, along with the jobs, knowledge, and skills needed within those sectors. High Road workforce development, through sector-based High Road Training Partnerships (H RTP), considers changes in work tied to environmental factors and related policy.

Accordingly, special attention must be paid to industry sectors that are on the frontlines, including jobs in areas of production and maintenance of zero-emission vehicles and charging infrastructure emerging non-fossil fuel energy (e.g., offshore wind, solar), mitigation and management of climate change (e.g., line clearance tree trimming), and the dismantling of the former fossil fuel industry (e.g., oil well capping and building decarbonization). In an effort to understand environmental impacts on industry sectors, job loss, new skills demand, and disproportionate impacts, defining strategies should be created to support the region's needs.

This section of the Regional Plan should address the following:

- ***How the RPU is working towards meeting industry and workforce needs to support a climate-neutral transition.***

## **Equity and Economic Justice**

California believes diversity is a strength and advancing equity is an economic and moral

imperative. To that end, the workforce system should ensure the provision of workforce and education services that recognize historically unserved and/or underserved communities, including BIPOC (Black, Indigenous, Persons of Color), Latinx, immigrants, refugees, people with disabilities, LGBTQ+ (lesbian, gay, bisexual, transgender, and queer), and others who experience systemic barriers in the labor force. For individuals who experience exclusion from employment opportunities despite their skills and abilities to perform a job satisfactorily, RPUs are encouraged to outline strategies to work with employers, training providers, and community-based organizations (CBO) to create more accurate occupational language training and job placement programs. Efforts recognizing unconscious bias, cultural affinity activities, and diversity training are additional relevant factors that promote inclusion. Advancing equity within the workforce and education systems and ensuring greater opportunities to achieve upward mobility for all Californians is vital to repairing and sustaining a healthy economy.

The CWDB recognizes that many individuals may need multiple interventions and/or access to various services provided over an extended time period to find and obtain a quality job. Therefore, the CWDB supports and encourages RPUs and Local Boards to invest in long-term approaches to serving individuals who experience barriers to employment.

While most services are delivered at the local level, establishing career pathways at the regional level allows RPUs to work directly with regional employers and partners to remove barriers and address structural issues that can prevent historically unserved and underserved communities from accessing those opportunities.

The Regional Plan should address and describe the following:

- ***The region's strategy to achieve equity and commitments to ensure equitable access to regional sector pathways, earn-and-learn opportunities, supportive services, and other effective service strategies identified by the RPU.***

### **Aligning, Coordinating, and Integrating Programs and Services**

This section of the Regional Plan aligns with the key indicator of the region's deployment of shared resources to provide services, training, and education to meet population needs. This means that workforce and education programs must economize limited resources to achieve scale and impact while also providing the right services to clients based on each client's particular and potentially unique needs, including skills development. The Continuous Improvement Plan can guide the alignment of service delivery criteria.

### **System Alignment**

Successful system alignment often begins with identifying a shared mission and objectives. This provides the foundation for developing strategies with a system viewpoint rather than thinking about programs as separate. Regions can gain insight into distinct needs and drive meaningful change to address the realities of their workforce in a unified approach. By identifying ways to align program design, reduce duplication of efforts, and leverage critical resources, RPUs can increase the impact of their shared mission.

***The Regional Plan should address and describe the following:***

- ***Regional service strategies, including the use of cooperative service delivery agreements or Memorandums of Understanding (MOU), devised to support a more responsive system.***
- ***How the region establishes administrative cost arrangements, including the pooling of funds for administrative costs for the region.***

## **Local Plans**

The Local Plan demonstrates operational alignment with the strategic objectives of the respective Regional Plan, drives coordination with local partners, and highlights key service-delivery strategies. Service delivery is typically integrated at the local level, where resources are braided, and support is provided to participants through workforce system partners. Local Plans should address partnerships established under the previous Local and Regional Planning and Modification processes, including WIOA core and required program partners and state strategic partnerships. Local Boards are also encouraged to address any additional partnership efforts taking place at the local level, if applicable.

The Local Plan process is not meant to place an additional administrative burden on programs providing critical services to the public. Instead, it is intended to facilitate communication across systems to improve service coordination and identify unintended barriers to equitable access to economic stability and self-sufficiency. Accordingly, Local Boards and their partners have flexibility in determining each partnership's nature, scope, and depth based on local needs and priorities.

## **WIOA Core and Required Partner Coordination**

Under WIOA, the ultimate vision is for core and required programs to operate as a unified system, strategically assessing and responding to the needs of workers and employers and aligning them with service strategies. This section of the Local Plan should address coordination with the following WIOA core and required program partners identified under WIOA Section 121:

- WIOA Title II - Adult Education and Literacy
- WIOA Title III - Wagner-Peyser
- WIOA Title IV - Vocational Rehabilitation
- Carl Perkins Career Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs (WIOA Section 166)
- Migrant Seasonal Farmworkers (WIOA Section 167)
- Veterans
- Youth Build
- Trade Adjustment Assistance Act
- Community Services Block Grant



- Housing and Urban Development
- Unemployment Compensation
- Second Chance
- Temporary Assistance for Needy Families/CalWORKs

***The Local Plan should address the following:***

- ***How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WIOA Memorandums of Understanding ([WSD18-12](#)).***
- ***How the Local Board and AJCC partners will work towards co-enrollment and common case management as a service delivery strategy, as outlined in Strategic Co-Enrollment – Unified Plan Partners ([WSD19-09](#)).***
- ***How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through technology and other means.***
- ***How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services.***
- ***How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical accessibility of facilities, programs and services, assistive technology, and materials for individuals with disabilities, as outlined in Nondiscrimination and Equal Opportunity Procedures ([WSD17-01](#)).***
- ***How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the programmatic accessibility of facilities, programs and services, assistive technology, and materials for individuals with disabilities, as outlined in Nondiscrimination and Equal Opportunity Procedures ([WSD17-01](#)).***

## **State Strategic Partner Coordination**

This section of the Local Plan should address the ongoing establishment of concrete goals through coordination efforts with established partnerships. The CWDB recognizes the need for robust stakeholder and community partnerships. Considerable effort should be made to develop meaningful relationships across local systems, including how AJCC partners coordinate to meet workforce needs, align with state zero emissions goals, and support a climate-neutral economy. Coordination with local agencies such as the Employment Training Panel, California Community Colleges Chancellors Office, and the Department of Industrial Relations-Division of Apprenticeship Standards are examples of the collaboratives that can help serve disadvantaged communities in an economy aiming for environmental sustainability.

***The Local Plan should address the following:***

- ***How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training services.***
- ***How the Local Board will coordinate with Local Child Support Agencies and other local***

*partners who serve individuals who are non-custodial parents.*

- *How the Local Board will coordinate with local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local, regional, and statewide partners who serve individuals with developmental and intellectual disabilities.*
- *How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.*
- *How the Local Board will coordinate with Local Veteran Affairs, community-based organizations, and other local partners who serve veterans.*
- *How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.*

## **WIOA Title I Coordination**

This section of the Local Plan should describe strategies for staff preparation, training, and ongoing professional development to respond to participant needs effectively. It should also address the services, activities, and administrative requirements established for Local Boards under WIOA Title I

***The Local Plan should address the following:***

- *Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.*
- *Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.*
- *How the Local Board will coordinate workforce investment activities in the Local Area with statewide rapid response activities, as outlined in Rapid Response and Layoff Aversion Activities ([WSD16-04](#)).*
- *A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.*
  - ***Note** – This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other income low-income individuals, and individuals who are basic skills deficient, as outlined in WIOA Adult Program Priority of Service ([WSD24-06](#)).* *Additional priority groups may need to be considered to serve the local area better. The Economic and Workforce Analysis section of the [State Plan](#) identifies workforce targets such as low-wage or high-unemployment industries that could be relevant to the local area’s needs.*
- *A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WIOA Youth Program Requirements ([WSD17-07](#)).*
  - ***Note** – This includes any strategies for increasing the digital literacy and fluency of youth participants, including those with disabilities.*

- ***The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.***
- ***A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in Selection of AJCC Operators and Career Services Providers (WSD22-13). This should include the name(s) and role(s) of all entities with whom the Local Board contracts.***

## **Stakeholder and Community Engagement**

Developing comprehensive plans entails broad, inclusive, and representative partnerships with regional and local entities in various sectors. This includes engaging with employers and worker representatives and WIOA core, required, and strategic state program partners. Additionally, establishing and fostering meaningful partnerships with worker centers, worker rights groups, and CBOs that work closely with a variety of populations, including immigrants, refugees, undocumented workers, and English-language learners, will ensure a person-centered approach to addressing multiple and/or intersecting barriers to employment by incorporating input from directly affected communities.

Individuals and other interested parties participating in the planning processes should include, but are not limited to, employers, labor organizations, education partners, human services and affordable housing partners, as well as CBOs that provide a variety of services to specific populations such as justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, BIPOC, Latin, LGBTQ+, and other historically unserved or underserved communities.

Using the **Stakeholder and Community Engagement Summary Template** (Attachment 2), RPU and Local Boards should describe, in detail, how meaningful stakeholder involvement and community engagement were achieved and whether meetings were hosted in person or through a virtual platform when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans. A list of potential **Regional and Local Planning Partners** (Attachment 3) is included as a tool to assist with identifying stakeholders for the planning process.

## **Public Meetings and Public Comment**

Local Boards are subject to the open meeting requirements of the *Ralph M. Brown Act*, which ensures that meetings are appropriately noticed, agendas are made available, and the public has an opportunity to provide comments on local policy and operations.

Local Boards must provide a 30-day opportunity for public comment before submitting the Regional and Local Plans. Any comments that express disagreement with the Regional or Local Plans must be included in the final submission.

## **Accessibility and Inclusivity**

In accordance with WIOA Section 188, public meetings and publicly disbursed information about Regional and Local Plan content must be made fully accessible to individuals with disabilities and individuals who require additional language options. Additionally, frontline staff should be aware of disability etiquette and have cultural competency in serving people with disabilities. The Department of Rehabilitation's [How to Create Accessible Content](#) webpage can assist with preparing accessible documents. Reasonable accommodations and alternative formats or languages must be provided upon request to ensure an opportunity for full and equal participation in the planning process.

## **Regional and Local Plan Format**

RPUs and Local Boards should arrange their completed Regional and Local Plans in the following order:

### **Regional Plan**

- A. Cover Page
  - 1. Name of RPU.
  - 2. Name of each Local Board in RPU.
  - 3. Primary contact name, phone number, and email address (if applicable).
- B. Content
  - 1. Analytical Overview of the Region.
  - 2. Fostering Demand-Driven Skills Attainment.
  - 3. Enabling Upward Mobility for All Californians.
  - 4. Aligning, Coordinating, and Integrating Programs and Services.
- C. Appendices
  - 1. Stakeholder and Community Engagement Summary.
  - 2. Public comments received that disagree with the Regional Plan.
  - 3. Signature Page.

### **Local Plan**

- A. Cover Page
  - i. Name of Local Board.
  - ii. Contact name, phone number, and email address.
- B. Content
  - i. WIOA Core and Required Partner Coordination.  
State Strategic Partner Coordination.
  - ii. WIOA Title I Coordination.
- C. Appendices
  - i. Stakeholder and Community Engagement Summary.
  - ii. Public Comments received that disagree with the Local Plan.
  - iii. Signature Page

## Submission Criteria

Each RPU must submit one package that includes the following documents in separate, accessible PDF files uploaded to the California Department of Technology – [Secure Automated File Exchange](#) (CDT-SAFE) repository using the user credentials provided by CWDB:

One electronic copy of the Regional Plan with the electronic signatures of the Local Board Chair(s) within the RPU.

- ***One electronic copy of each Local Plan within the RPU with the electronic signatures of the Local Board Chair and CEO or their designated alternate.***

If an electronic signature of the CEO or their alternative cannot be achieved by the submission deadline, the Local Board must submit a blank signature page and include a detailed explanation for the signature absence(s) and the date the signed copy will be provided.

Regional and Local Plans must be submitted to the CWDB by uploading the files to the CDTSafe repository using the user credentials provided by CWDB no later than April 27, 2025.

## Action

---

---

Please bring this Directive to the attention of the Local Boards and other relevant parties.

## Inquiries

---

---

If you have any questions, contact the CWDB Policy Unit at [PolicyUnit@cwdb.ca.gov](mailto:PolicyUnit@cwdb.ca.gov).

/s/ JAVIER ROMERO, Deputy Director  
Workforce Services Branch

### Attachments:

1. [California's 15 Regional Planning Units \(PDF\)](#)
2. [Stakeholder and Community Engagement Summary \(PDF\)](#)
3. [Regional and Local Planning Partners \(PDF\)](#)
4. [Summary of Comments \(PDF\)](#)

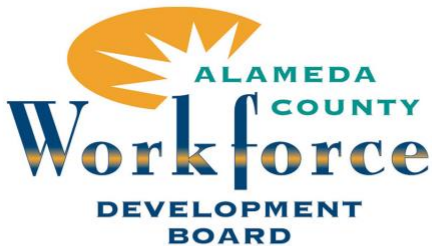
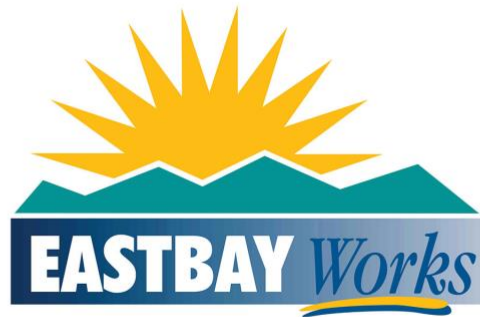
---

*The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.*

---

# Program Year 2025 - 2028 Regional Plan

## East Bay Regional Planning Unit



## TABLE OF CONTENTS

		PAGE
<b>I.</b>	<b>INTRODUCTION AND OVERVIEW</b>	3
	A. Workforce Innovation and Opportunity Act	3
	B. Regional Plans and the WIOA Planning Structure	3
	C. California’s Strategic Workforce Priorities	4
	D. Overview of the EAST BAY RPU and the Region	5
	E. Approach to and Context for Plan Development	6
	F. Program Year 2025-28 Regional System Priorities	6
<b>II.</b>	<b>ANALYTICAL OVERVIEW OF THE REGION</b>	8
	A. Analysis of Labor Force Participation and Employment and Unemployment Data	9
	B. Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps	12
	C. Analysis of Industries and Occupations with Existing and Emerging Demand	14
	D. Trends Impacting the Future Workforce	16
<b>III.</b>	<b>REGIONAL INDICATORS</b>	19
	A. Regional Indicators and Associated Metrics	19
	B. Impact of Indicators and Metrics on Service Delivery	21
<b>IV.</b>	<b>FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT</b>	23
	A. Targeted and Strategic Industries	23
	B. Sector and other Industry-Focused Initiatives	26
	C. Strategies to Communicate with Regional Employers	30
<b>V.</b>	<b>ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS</b>	32
	A. Working with Businesses that Provide Quality Jobs	32
	B. Shared Target Populations and Targeted Service Strategies	33
<b>VI.</b>	<b>CLIMATE AND ENVIRONMENTAL SUSTAINABILITY</b>	35
<b>VII.</b>	<b>ACCESS AND ECONOMIC JUSTICE</b>	39
<b>VIII.</b>	<b>ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES</b>	42
	A. Regional Service Strategies	42
	B. Regional Administrative Cost Arrangements	44
<b>IX.</b>	<b>PROGRAM YEAR 25-28 REGIONAL SYSTEM PRIORITIES</b>	46
<b>X.</b>	<b>ATTACHMENTS</b>	51
	A. Stakeholder and Community Engagement Summary (Attachment 1)	52
	B. Public Comments that disagree with the Regional Plan (Attachment 2)	n/a
	C. Signature Page (Attachment 3)	n/a



## 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, spilling easily over jurisdictional boundaries that commerce and labor sheds finds inconsequential. WIOA's recognition of regional economies gave rise to California's establishment of Regional Planning Units (RPUs), 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 RPU (to be referred to as EBRPU, henceforth) has developed this four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2025-28, which covers July 1, 2025 through June 30, 2029.

### A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in a global economy. WIOA represents the most recent version of federal workforce legislation providing funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA requires that a workforce development board (WDB) be established in each local workforce development area (LWDA). The area's chief local elected officials appoint members to the WDB. Local workforce development boards are business-led and the majority of members must come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific federally funded workforce programs. The chief local elected officials may also select representatives from other groups, such as, community-based organizations, to sit on the WDB.

While the PY 2025-28 Regional Plan addresses the programs, services, and activities of many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the development and publication of the Plan and that prescribes its core content.

### B. Regional Plans and the WIOA Planning Structure

The EBRPU's Regional Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires development of plans at the state, regional, and local levels.



**State Plans:** Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers; improve efficiency; and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California's PY 2024-2027 Unified Strategic Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

**Regional Plans:** In states such as California, where Governors have established workforce planning regions encompassing one or more LWDAs, regional plans are required. Local WDBs within the region participate in a planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements.

**Local Plans:** The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's vision and strategic and operational goals. Features of the local plan include: coordination among economic development, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have skills necessary to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that Local Plans be incorporated into the Regional Plan. Therefore, the PY 2025-28 EBRPU Regional Plan includes the PY 2025-28 Local Plans developed by the region's four local WDBs.

### **C. California's Strategic Workforce Priorities**

California's Unified Strategic Workforce Development Plan describes the state's priorities for the public workforce system. Under the leadership of the Governor and the Secretary of the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes opportunity, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and

meaningful skills attainment. One area in which the California Workforce Development Board (CWDB) pursues these aims is through its “High Road” programming. High Road refers to a “family of strategies” for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds upon areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct “flavors” or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB’s workforce efforts. They include: (1) lifting all workers to the “High Road”, (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and no protection); (3) democratizing access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the EBRPU Regional Plan and the four associated Local Plans support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within local labor markets and regional economies.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to self-sufficiency and the middle class.
- Committing to the adoption and implementation of strategies and processes that support environmental sustainability and climate resilience through workforce development.

#### **D. Overview of the EAST BAY RPU and the Region**

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. It is one of the state’s fifteen regional planning units established by the CWDB following the implementation of WIOA.

The four workforce development boards comprising the East Bay RPU have a long-standing regional partnership pre-dating WIOA, under the *EASTBAY Works* 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 job seekers and can be used to promote workforce development services and initiatives. Directors, and managers representing programs serving adults and youth of each of the four Boards meet regularly to discuss challenges, identify solutions, promote implementation of regional strategies.

It should be noted that East Bay region, EBRPU, and EASTBAYWorks are used interchangeably throughout the PY 2025-28 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).

## **E. Approach to and Context for Plan Development**

To support development of the PY 2025-28 Plan, the region contracted with experienced workforce and economic development subject matter experts to design the stakeholder engagement process, analyze labor market and workforce data, facilitate community forums, and craft the language of the plan. Local board directors, managers, and staff were active during every stage of the plan development. The content of the Plan contemplates myriad opportunities and challenges that are expected to persist over its four-year span. Several of these are highlighted in Section II, *Analytical Overview of the Region*.

## **F. Program Year 2025-28 Regional System Priorities**

During the process of developing the PY 2025-28 Regional Plan, business and industry leaders, community members, regional stakeholders, and system partners were invited to participate in a series of discussions regarding the direction of the local workforce system over the next four years. As a result of these discussions, the following priorities have been identified:

- Develop strategies to reach businesses of all types and sizes.
- Enter into partnerships with businesses.
- Define job quality and what constitutes a good job in the East Bay.
- Advise on strategies for managing new generations of workers.
- Identify and implement effective strategies to connect under-served populations with services leading to employment.
- Implement programs that provide income support during skills training and career preparation.
- Identify core employability skills and incorporate them into career services and training.
- Examine opportunities to contextualize basic skills and other core skills into instruction.
- Improve strategies to expose current and future generations of workers to careers.

- Build a wider coalition of workforce development system stakeholders.
- Develop resilience strategies to minimize impacts of disruptions to the labor market.
- Align strategies across plans.

Section IX of this plan summarizes these and other regional issues, strategies, approaches, and key considerations that workforce system leadership and system partners will examine over the four-year course of this plan.

## II. ANALYTICAL OVERVIEW OF THE REGION

In late 2024, EASTBAY Works commissioned an analysis of key economic, demographic, and labor market data within the region. The product of this analysis, completed by the East Bay Economic Development Alliance (EDA), has fully informed this section of the PY 2025-28 Regional Plan by 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. EDA notes that its analysis primarily utilizes data from Lightcast, a global leader in labor market analytics, which derives workforce data and insights from official government sources such as the U.S. Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics, as well as real-time labor market trends of job posting platforms.

EDA's analysis is too lengthy to fit within the Plan's narrative and includes an extensive series of graphs and tables. Select information from EDA's report, along with a few charts and graphs, is included within this section. The full version of the analysis is available at [www.eastbayworks.com](http://www.eastbayworks.com).

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

The East Bay has a strong reputation as a highly productive, dynamic, and innovative economy with a skilled and educated workforce serving a wide range of businesses in the greater Bay Area. For decades, the region has been a major hub for innovation and entrepreneurship, anchored by top-tier institutions such as UC Berkeley, California State University-East Bay, ten community colleges, and three national laboratories, giving employers direct access to abundant talent. It is, in many ways, not surprising that Lightcast forecasts that the East Bay economy will outpace statewide job growth of 7 percent, achieving an 8 percent increase between 2023 and 2033.

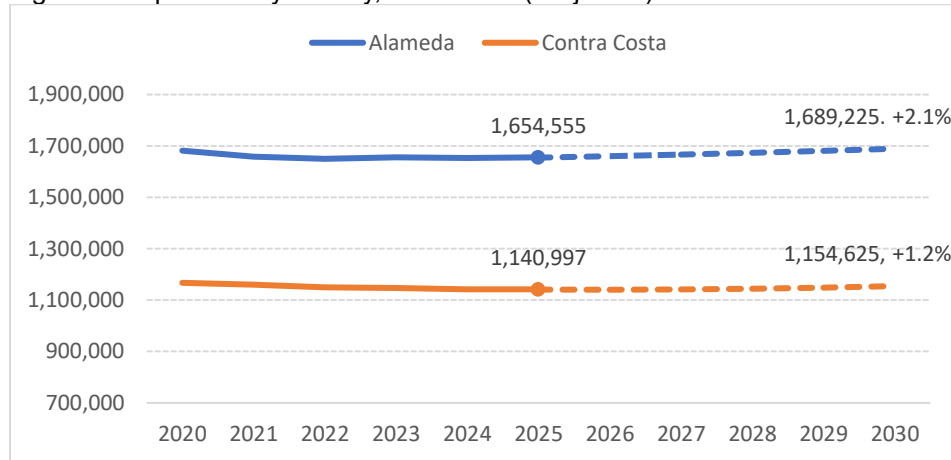
While highly productive and diverse, the future of jobs is complex and evolving. Like most advanced economies, the East Bay economy is undergoing a profound transformation driven by rapid advances in artificial intelligence, high performance computing, and automation. These innovations are fundamentally changing how work is organized and the types of workers and skills needed now and in the future. Post-pandemic shifts have altered where work is performed, and challenges related to the Bay Area's high cost of living and access to education and training resources will continue to exacerbate economic disparities if proactive interventions are not made. Tracking current and emerging workforce needs, planning for regional economic development efforts, and aligning resources for strategic action will be crucial to creating an environment where all East Bay workers and residents can thrive and access the Bay Area's tremendous opportunities.

### ***Population and Migration Trends***

According to the California Department of Finance, the East Bay's population was 2,788,495 as of January 2024. Alameda County's population represented nearly 60

percent of the regional population and Contra Costa County constituted 40 percent. Between 2020 and 2024, the population declined by nearly 59,800 residents, or 2 percent: a slightly higher rate of decline than the state overall at 1 percent. Over the next five years (2025-2030), the State of California projects the population in Alameda and Contra Costa counties will grow by 2.1 percent and 1.2 percent, respectively, while it projects an increase of 1.4 percent statewide (Figure 1).

Figure 1. Population by County, 2020-2030 (Projected)



Source: CA Department of Finance, 2024.

Both the region and the state are experiencing a decline in birth rates. In 2023, the East Bay recorded approximately 27,300 births, down from 30,000 in 2019, marking a 9 percent decrease. Alameda County experienced an 11 percent decline, while Contra Costa County saw a 5 percent drop. Statewide, birth rates fell by 11 percent between 2019 and 2023.

The state projects that this downward trend will continue over the next decade, with birth rates expected to gradually increase after 2035. The state further projects that birth rates will continue to decrease over the next 10-year period and will gradually increase after year 2035.

As of 2022 (the year with the latest available data from the Internal Revenue Service), the East Bay saw a negative net migration of nearly 31,000 residents, indicating that more people moved out of the region than moved in that year.

### A. Analysis of Labor Force Participation and Employment and Unemployment Data

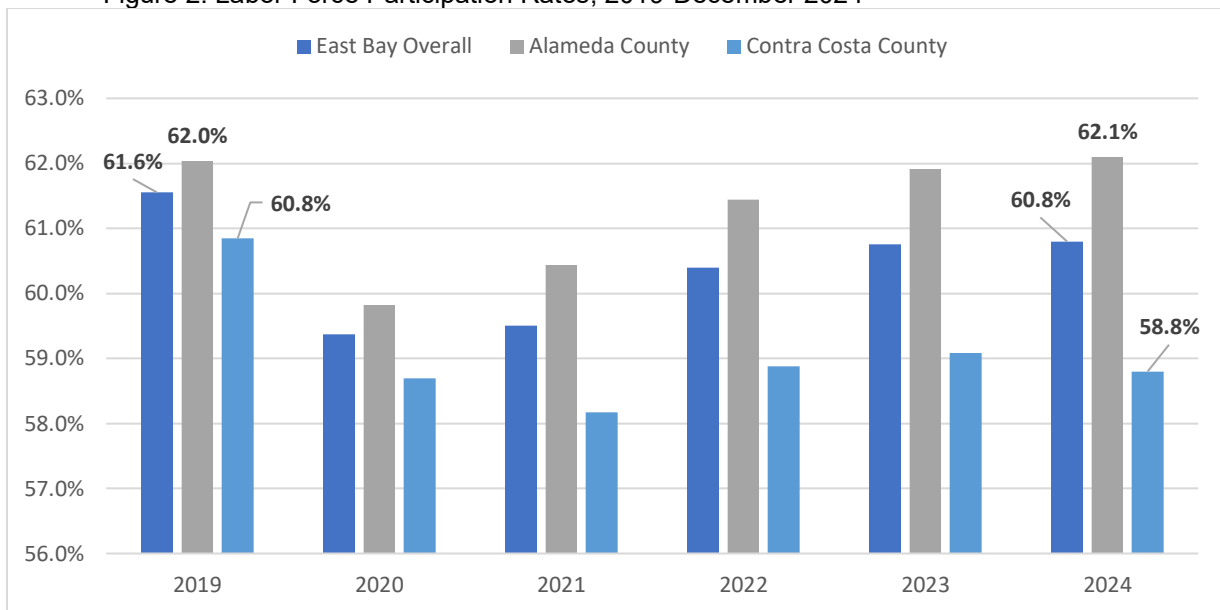
The following data and charts illustrate labor force participation and unemployment in the region:

### The Labor Force Participation Rate

This rate is the percentage of the population ages 16 and older who are employed or actively looking for work, as a share of the total non-institutionalized civilian working-age population. The labor force participation rate is an important economic indicator of current labor market trends and a metric to gauge the overall health of the economy.

As of December 2024, the East Bay’s overall labor force participation rate was 60.8 percent (62.1 percent in Alameda County, and 58.8 percent in Contra Costa County), as shown in Figure 2. While the East Bay overall and Alameda County have made a full recovery since pre-pandemic (2019) levels, Contra Costa County is experiencing a slight lag.

Figure 2. Labor Force Participation Rates, 2019-December 2024



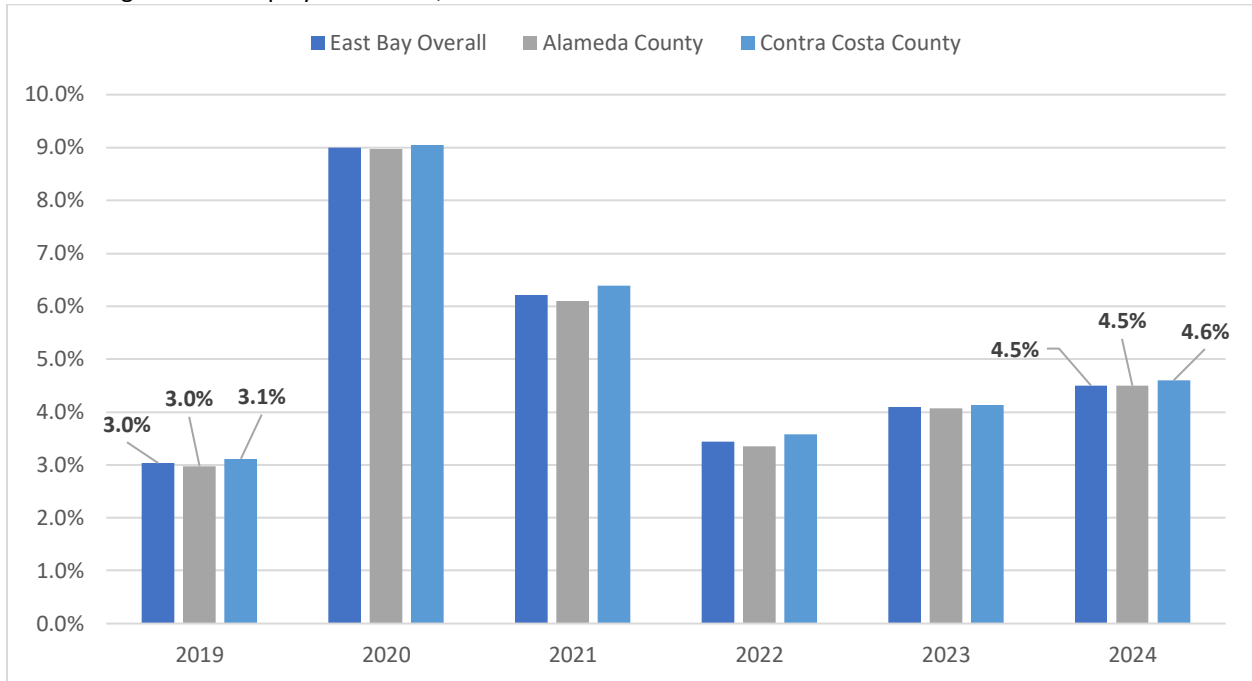
Source: U.S. Bureau of Labor Statistics; Lightcast, 2025.

### The Unemployment Rate

This rate measures the percentage within the labor force who are currently without a job. Unlike the labor force participation rate, the unemployment rate does not take into account those who have given up looking for work. Nonetheless, it is helpful to look at both rates together to better understand an economy’s real employment status. A low unemployment rate and high labor participation rate, in general, indicate a healthy economy with plentiful job opportunities and low economic distress.

As of December 2024, East Bay’s unemployment rate was 4.5 percent. Alameda County’s unemployment rate stood at 4.5 percent, while Contra Costa County was slightly above at 4.6%. As shown in figure 3, unemployment rates are gradually recovering from pre-pandemic levels, albeit a bit slower in Contra Costa County.

Figure 3. Unemployment Rates, 2019-December 2024



Source: U.S. Bureau of Labor Statistics; Lightcast, 2025.

In the East Bay, the “prime working age” cohort (aged 25 to 54) of the currently unemployed stands at 67.4 percent. It is slightly higher in Alameda County (68 percent), and lower in Contra Costa County (66.6 percent). One-quarter of the unemployed are found in the 55 years and older cohort in the East Bay overall and two counties. See Figure 4.

Figure 4. Percentage of Unemployed by Age, September 2024

	East Bay Overall	Alameda County	Contra Costa County
<b>Unemployed Persons</b>	<b>65,771</b>	<b>39,221</b>	<b>26,550</b>
< 22	2.4%	2.2%	2.6%
22-24	5.0%	4.9%	5.0%
25-34	24.9%	25.6%	23.9%
35-44	23.7%	23.6%	23.7%
45-54	18.8%	18.7%	19.0%
55-59	9.9%	9.8%	10.0%
60-64	8.5%	8.4%	8.5%
65+	6.9%	6.7%	7.3%
Total	100%	100%	100%

Source: U.S. Bureau of Labor Statistics; Lightcast, 2024.



Looking at the share of unemployed by race, the white population constituted 47.8 percent of unemployed East Bay residents, 44.4 percent in Alameda County, and 52.7 percent in Contra Costa County. The second largest share were among the Asian population found highest in Alameda County at 32 percent. The percentage of unemployed Black residents stood at 22 percent for the East Bay overall and in both counties. See Figure 5.

Figure 5. Percentage of Unemployed by Race, September 2024

	East Bay Overall	Alameda County	Contra Costa County
<b>Unemployed Persons</b>	<b>65,771</b>	<b>39,221</b>	<b>26,550</b>
American Indian or Alaskan Native	1.4%	1.4%	1.5%
Asian	28.6%	32.0%	23.7%
Black or African American	22.2%	22.2%	22.1%
White	47.8%	44.4%	52.7%
Total	100%	100%	100%

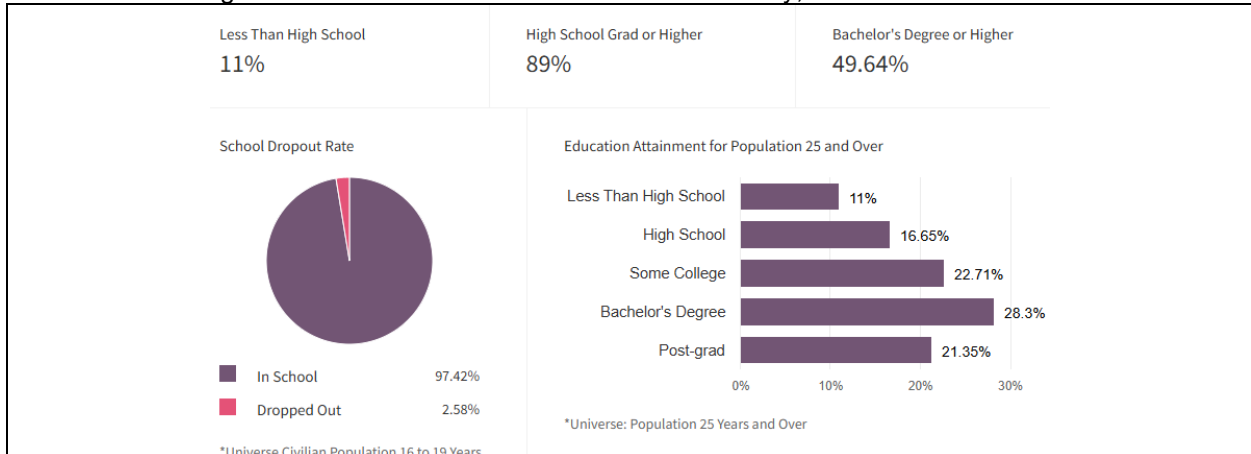
Source: U.S. Bureau of Labor Statistics; Lightcast, 2024.

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

The East Bay region benefits from a highly-educated workforce with nearly one-half and 44 percent of residents holding a Bachelor’s Degree or higher in Alameda County and Contra Costa County, respectively (Figure 6 and Figure 7). In 2023, the East Bay saw 43,782 graduates from higher education institutions. About half of these graduates came from UC Berkeley and CSU-East Bay, the region’s four-year public institutions offering undergraduate and graduate programs. Overall graduation rates increased by 4 percent between 2019 and 2023.

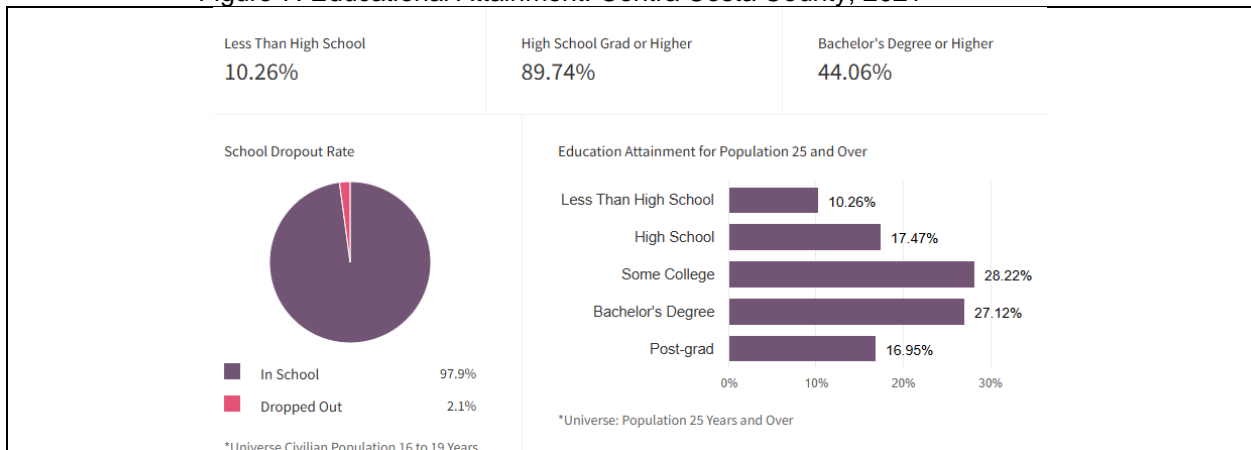
Graduation rates at East Bay community colleges have generally risen, with positive trends at Contra Costa, Chabot, and Las Positas colleges. However, rates at Diablo Valley and Ohlone colleges have been somewhat volatile. Laney College’s rates have remained relatively stable.

Figure 6. Educational Attainment: Alameda County, 2021



Source: U.S. Census ACS 5-Year Survey, 2021; Social Explorer.

Figure 7. Educational Attainment: Contra Costa County, 2021



Source: U.S. Census ACS 5-Year Survey, 2021; Social Explorer.

***In-Demand Degrees and Skills***

Focusing on in-demand degrees and skills is crucial for several reasons. Employers are more likely to hire individuals with qualifications that match the current market needs. Understanding the types of in-demand degrees and skills can improve job prospects and career stability. Additionally, when educational and workforce institutions focus on these in-demand areas, they can tailor their programs to meet job market requirements, ensuring graduates are well-prepared for their careers. Training in high-demand fields helps individuals fill skill gaps, helping both local companies and communities drive economic growth.

Lightcast analyzes online job postings of popular job boards to provide valuable insights into real-time needs sought by regional employers. This analysis shows a two-year trend of the top-posted jobs by minimum education levels, in-demand degrees, specialized skills, and foundational or "soft" skills that are most frequently in-demand by employers. Additional details on in-demand skills can be seen within EBEDA's full report.

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

Following are highlights from EBEDA’s analysis of major industries, occupations, and in-demand job postings.

#### **Industry Employment**

As of 2023, there were 1.3 million jobs in the East Bay. The largest industries, in terms of employment, are led by Health Care and Social Assistance (15 percent of total jobs); Government (13 percent); Professional, Scientific, and Technical Services (9 percent); Manufacturing (9 percent); and Retail Trade (8 percent). Combined, these industries constitute 714,824 jobs or 54 percent of the East Bay’s total employment.

From 2018 to 2023, the region saw a decrease of nearly 5,000 jobs, or 0.4 percent. This decline was mainly due to losses in Retail Trade (-9,500 jobs, -8 percent), Wholesale Trade (-7,800 jobs, -16 percent), and Accommodation and Food Services (-6,400 jobs, -6 percent): sectors hit hardest by government-mandated closures during the COVID-19 pandemic. Recovery in these industries has been slow.

Conversely, industries that experienced the greatest job gains were in Health Care and Social Assistance (19,800 jobs, 11 percent growth); Transportation and Warehousing (10,900 jobs, 25 percent growth); Manufacturing (10,711 jobs, 10 percent growth); Professional, Scientific and Technical Services (4,700 jobs, 4 percent growth); and Utilities (1,565 jobs, 28 percent growth).

As shown in Figure 8, the industries with the greatest concentration or highest location quotient (LQ) in the East Bay are in Utilities (1.6), Professional, Scientific and Technical Services (1.32); Construction (1.18); Health Care and Social Assistance (1.17); Management of Companies and Enterprises; and Manufacturing (1.12). Location quotient is a way of understanding the industries that are unique and specialized in a regional economy (compared to the national average). Industries with a high LQ are typically (but not always) export industries, which are important because they bring money into the region, rather than circulating local dollars around the economy, which is more typical for retail or restaurants.

Figure 8. Industry Employment Concentration: East Bay, 2023

Industry	2023 Employment Concentration (LQ)
Utilities	1.60
Professional, Scientific, and Technical Services	1.32
Construction	1.18
Health Care and Social Assistance	1.17
Management of Companies and Enterprises	1.14
Other Services (except Public Administration)	1.13
Manufacturing	1.12

Information	1.07
Arts, Entertainment, and Recreation	1.06
Real Estate and Rental and Leasing	1.05
Transportation and Warehousing	0.97
Educational Services	0.93
Administrative and Support and Waste Management and Remediation Services	0.90
Retail Trade	0.89
Accommodation and Food Services	0.88
Government	0.88
Wholesale Trade	0.86
Finance and Insurance	0.70
Agriculture, Forestry, Fishing and Hunting	0.14
Mining, Quarrying, and Oil and Gas Extraction	0.07

Source: U.S. BLS (QCEW), Lightcast, 2024.

**Industry Projections**

Lightcast projects that over the next ten years (2023-2033), the top 3 growing industries will be in Health Care and Social Assistance (37,400 jobs, 19 percent growth); Manufacturing (9,600, 8 percent growth); and Transportation and Warehousing (9,600, 17 percent growth). These industries also have high employment concentration with a location quotient above 1.0, which demonstrates that they are more concentrated in the East Bay than in the nation (Figure 9).

Additionally, industries that are projected to grow with high LQs are found in Professional, Scientific, and Technical Services (3,100 jobs, 3 percent growth); Arts, Entertainment, and Recreation (3,100 jobs, 3 percent growth); and Utilities (1,000 jobs, 14 percent).

Figure 9. Industry Projections: East Bay, 2023-2033

Industry	2023 Jobs	2033 Jobs	# Change	% Change	2033 LQ
Health Care and Social Assistance	201,099	238,505	37,406	19%	1.25
Manufacturing	113,398	123,009	9,611	8%	1.19
Transportation and Warehousing	55,196	64,750	9,554	17%	1.02
Accommodation and Food Services	97,036	104,645	7,609	8%	0.92
Government	166,407	172,020	5,613	3%	0.90
Other Services (except Public Administration)	73,702	78,494	4,792	7%	1.17
Arts, Entertainment, and Recreation	24,664	27,807	3,142	13%	1.09
Professional, Scientific, and Technical Services	122,710	125,844	3,134	3%	1.22
Real Estate and Rental and Leasing	24,386	25,657	1,271	5%	1.05
Utilities	7,178	8,214	1,036	14%	1.81
Construction	89,608	90,235	627	1%	1.15
Agriculture, Forestry, Fishing and Hunting	2,123	2,468	345	16%	0.16
Mining, Quarrying, and Oil and Gas Extraction	310	247	(63)	(20%)	0.05
Unclassified Industry	183	10	(172)	(94%)	0.00

Educational Services	30,973	30,530	(443)	(1%)	0.87
Information	26,084	25,385	(699)	(3%)	0.96
Administrative and Support and Waste Management and Remediation Services	71,814	70,288	(1,525)	(2%)	0.85
Management of Companies and Enterprises	22,247	20,335	(1,912)	(9%)	0.93
Retail Trade	111,210	107,017	(4,193)	(4%)	0.88
Finance and Insurance	37,525	32,580	(4,945)	(13%)	0.58
Wholesale Trade	41,225	34,234	(6,991)	(17%)	0.71
<b>Total</b>	<b>1,319,077</b>	<b>1,382,275</b>	<b>63,198</b>	<b>5%</b>	

#### D. Trends Impacting the Future Workforce

As part of conducting the foregoing analysis, the following trends impacting the future of the East bay workforce were identified.

##### ***Upskilling and Reskilling in the Age of Artificial Intelligence***

Digital transformation helps drive productivity growth and increase value creation for employers and consumers alike. For instance, in the manufacturing and retail industries, automation and AI have boosted efficiency, transformed supply chains, eliminated certain repetitive tasks and errors, and opened resources for innovation, allowing workers to focus on strategy, creativity, and problem-solving.

Employers are not dramatically eliminating existing occupations but are, instead, redefining job roles and skills. They are focusing on upskilling workers in areas like digital literacy, cybersecurity awareness, data analytics, and collaborative software tools to maintain productivity and cohesion as remote/hybrid work becomes the norm. Beyond technical proficiency, soft skills like critical thinking, collaboration, and communication remain crucial in any workplace (*McKinseys’s Global Survey on Digital Transformation*).

##### ***Impacts from a Carbon-Neutral Transition in Contra Costa County***

The potential closure of refineries in Contra Costa could result in significant job losses in the coming years, impacting the regional economy and local communities, which will lose substantial tax revenue and economic activity, as refineries are major employers and taxpayers. Closure of refineries can also be disruptive to local and regional supply chains, affecting numerous industries dependent on petroleum products. Additionally, the lack of transition plans can leave communities unprepared for the economic and social impacts of closures. Addressing these potential challenges requires comprehensive planning, investment in alternative industries, and support for affected workers and communities.

As the Contra Costa County Board of Supervisors recently adopted a new General Plan and Climate Action Plan, the County is committed to addressing historic injustices and disproportionate impacts that certain communities have endured. The transition for both workers and communities to growing industries in the clean energy sector is envisioned to, potentially, be a once-in-a-lifetime opportunity to benefit from and contribute to investments in renewable energy generation and storage, manufacturing of electric

vehicles, residential and commercial building decarbonization, and workforce development. It will happen while promoting and supporting growth in clean energy sectors in underinvested areas that will create a just transition to industries that support the clean energy transition, produce new revenue for local communities, provide high road replacement jobs for displaced refinery workers, and create new job opportunities for the communities that have been disproportionately impacted due to their proximity to heavy industrial areas.

The vision for developing a clean energy manufacturing cluster was first adopted in 2019 as part of Contra Costa County's Northern Waterfront Economic Development Initiative Strategic Plan. The Northern Waterfront Economic Development Initiative Strategic Action Plan was adopted by Contra Costa County and the seven cities along the Northern Waterfront after a decade-long, community-driven effort. The Northern Waterfront Economic Development Initiative is a regional cluster-based economic development strategy with a goal of creating 18,000 new jobs by 2035. The Initiative leverages existing competitive advantages and assets by focusing on five targeted clusters (advanced transportation, advanced manufacturing, biomedical/biotech, agricultural technology and food processing, and clean technology). The hallmark of this initiative is the collaboration among the County and seven partner cities to enhance the economic vitality of the region.

One of the catalysts for this transition on Contra Costa County's Northern Waterfront is a global market assessment for next-generation batteries (the cheaper, safer, and more energy-dense alternative to Li-ion batteries, which is critical to energy transition and decarbonization) that projects the global market at \$400 billion by 2030 (Source: McKinsey). Only a handful of next-generation battery technology research and manufacturing hubs will emerge around the world over the next 5 years to meet this demand, and many believe in the potential for the Northern Waterfront to be in position to become one of these hubs. The Northern Waterfront benefits from its industrial corridor and closeness to a dense goods movement network, including seaports, airports, rail and highways, that create access to global markets. The Bay Area region already hosts the research heft, a growing network of energy startups, an established venture capital ecosystem, and a large market. All these assets give the Northern Waterfront a head start in creating a durable next-generation battery technology research and manufacturing hub in the Bay Area, and exporting products to both overseas and U.S based markets.

In 2022, complementing Contra Costa County's Northern Waterfront Economic Development Initiative, the California Legislature established a Green Empowerment Zone (GEZ) for the Northern Waterfront area focused on the attraction and development of a clean energy industry ecosystem. Both Contra Costa County and the City of Richmond Workforce Development Boards are GEZ Board members ensuring inclusion of high road jobs strategies in planning and implementation efforts.

As discussed below, EBRPU participates in The Bay Area Jobs First Collaborative, under the California Jobs First Initiative, whose goal is to create quality jobs and bolster California's 13 regions' resilience to climate and global challenges. Through the Collaborative's Catalyst Program, Alameda Contra Costa, Santa Clara, Solano, and San

Mateo Counties plans to implement the Bay Area High Road Manufacturing Initiative. The project will develop a high-road manufacturing ecosystem by combining landscape analysis with three high-impact pilot projects and a stakeholder-developed code of conduct. It will test new strategies, build consensus around workforce and community standards, and marshal new resources to grow a Bay Area manufacturing sector centered on job quality, equity, and sustainability that drives the state toward achieving climate goals. Contra Costa's Northern Waterfront is being targeted to host one of the project sites focused on next generation battery manufacturing.

### ***Uncertainty Around Federal Investments in Climate and Infrastructure***

In the backdrop of the aforementioned aspirations and concurrent with the development of this report, California has experienced the largest and most expensive natural disaster in the history of the United States. Although the devastating wildfires in Los Angeles County have not had many direct or immediate impacts on the East Bay and broader Northern California region, the approach, scale, and scope of this disaster, and the way local, regional, state, and federal agencies and organizations will work together around recovery and resiliency efforts, remains an open question.



### 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, as well as those of job seekers.

Regions must choose at least two 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

The EBRPU has selected the following indicators:

Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.

Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

Indicator A is new and was selected due to the recognition by local boards that one of their primary roles is to communicate labor market and other demand side information to their contracted service providers and other supply-side partners. This function is critical to aligning supply-side resources with labor market demand and emerging industry trends.

Given the long history of collaboration among the four local workforce development areas that operate under the EASTBAYWorks brand, Indicator D was a natural choice. This indicator is continued from the EBRPU’s 2023 Biennial Modification to the PY 2021-24 Regional Plan. Leadership of the four local boards believe that it remains important to invest in service provider capacity and staff professional development to meet the needs of workforce system clients.

#### **Outcomes**

Planned outcomes for Indicator A (communicating industry workforce needs) are expressed through the following two-part goal:

The East Bay region has systems in place to:



1. Regularly communicate industry workforce needs to supply-side partners.
2. Evaluate utility, relevance, and applicability of shared content.

Planned outcomes for Indicator D (shared/pooled resources) are expressed through the following three-part goal:

1. Deliver on-going professional development and capacity building training to funded service providers
2. Track funded service providers' participation in regional professional development and capacity building training
3. Evaluate effectiveness, relevance, and applicability of professional development and capacity building training

### **Metrics**

Regional leadership has approved the following metrics, which focus on five benchmarks for each of the two chosen indicators. The region will use these to measure and track its progress on outcomes.

Metrics for Indicator A (communicating industry workforce needs) include:

1. Number of Informational Bulletins Disseminated: As a measure of access, the number of messaging notices disseminated to a defined group of system partners and stakeholders.
2. Utility of Content Shared: As a measure of effectiveness, seventy-five percent (75%) of survey respondents will rate content as relevant and applicable to their work.
3. Increased Understanding of Priority and Emerging Industries: As a measure of capacity and effectiveness, 75% of survey respondents will indicate an increased understanding of priority and emerging industries,
4. Increased Understanding of In-Demand Skills: As a measure of capacity and effectiveness, 75% of survey respondents will indicate an increased understanding of in-demand skills.
5. Increased Understanding of In-Demand Occupations: As a measure of capacity and effectiveness, 75% of survey respondents will indicate an increased understanding of in-demand occupations.

Metrics for Indicator D (shared/pooled resources) include:

1. Number of Training Events: 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.

2. 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.
3. Percentage of Contracted Service Providers Represented: As a measure of engagement, the percentage of service providers who staff attend annual training.
4. Training Participant Evaluation of "Overall Effectiveness of Training:" As a measure of customer satisfaction concerning training effectiveness, seventy-five percent (75%) of participants will rate training as effective.
5. Training Participant Evaluation on "Ability to Apply Information Learned:" As a measure of customer satisfaction regarding training relevance and utility of information provided, 75% of participants will indicate that they can apply information learned to their work.

## **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. Outcomes and impacts resulting from activities associated with Regional Indicator D (shared/pooled resources) chosen during the last planning cycle include the following:

### ***Processes Established to Track and Evaluate Progress***

The Regional Organizer (RO) managed a state-funded Regional Plan Implementation 5.0 grant. Processes and activities included:

- Development of a regional capacity building and professional development program for WIOA-funded service providers and other supply side partners (e.g., community-based organizations, adult education, community colleges, regional occupational programs, other public service agencies); and
- Centralized administration of vendor procurement; proposal evaluation and selection; contracting, fiscal oversight; marketing and promotion; and collection of participant evaluations. The latter was instrumental in tracking and evaluating the selected metrics.

### ***Identified Results***

The region met all performance metrics for the selected indicator. The training program was broadly appreciated and relevant, with most participants indicating they would recommend the training to colleagues.

***Impacts and Lessons Learned***

The effects of the training were practical, as were lessons learned about the primary target audience for professional development and training.

- Attendees were overwhelmingly appreciative of the opportunity to learn from subject matter experts on topics directly related to their day-to-day work with clients.
- Workforce system leaders and RPU representatives learned that it can be challenging to directly contact front-line staff, as the volume of communication they receive and their workloads can be overwhelming. System leaders also learned that it was insufficient for Program Managers to convey invitations to front-line staff or to expect WIOA-funded service providers' Site Managers to do the same. Despite turnover in service providers through procurement cycles and staff turnover, it became clear that building and maintaining an up-to-date email contact list of frontline staff was imperative.
- Through the project, it was also learned that it is important to make attendance mandatory. Unfortunately, many staff were resistant to attending due to being overwhelmed by their workload.
- It also became clear that it is insufficient to simply deliver training on trauma-informed case management when staff themselves are burdened by multiple traumas that can be triggered in a training that is not designed to support individuals to process trauma.

As activities linked to Indicator A (communicating industry workforce needs) are new and have not yet been implemented, an assessment of impacts linked to this indicator will be summarized in the next iteration of this Plan.

## 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. 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. Targeted and Strategic Industries

The four workforce development boards in the East Bay have identified the following eight industries positioned for priority and strategic focus over the four-year cycle represented by this Regional Plan:

- Construction (NAICS 23)
- Healthcare (NAICS 62)
- Manufacturing (NAICS 31-33)
- Maritime (NAICS 3366 and NAICS 4883)
- Professional, Scientific, and Technical Services (NAICS 54)
- Information (NAICS 51)
- Government (NAICS 90)
- Transportation & Warehousing (NAICS 48-49)

In addition to being among the largest industry sectors in the East Bay economy, these driving industries provide jobs and stimulate economic activity in other sectors. By prioritizing strategic investments and focus on these industries, the workforce system helps to maintain existing jobs and creates new employment opportunities, reducing unemployment and improving economic opportunities for East Bay residents. The variety of target industries also ensures a diverse economic base, which reduces economic vulnerability to downturns and increases long-term resilience. The following information highlights opportunities in each target sector.

#### ***Construction***

- The construction industry contributes significantly to the East Bay economy, accounting for 89,600 jobs, or 7 percent of the East Bay's total employment.
- Major construction employers (250+ workers) include specialty trade contractors as well as residential developers. Construction employers are distributed evenly throughout East Bay communities.
- The construction industry provides a wide range of occupations, with over 60 percent associated with construction (with median hourly earnings of \$35/hour), followed by

management (\$70/hour) and office/administrative support (\$26/hour), and installation, maintenance, and repair occupations (\$32/hour).

- Growth is expected to remain stable due to strong housing demand, despite high costs for labor and construction materials in the Bay Area. However, there is a noticeable shortage of skilled labor in trades, and strong demand persists for project managers, green energy installers, maintenance technicians, and business development professionals.

### ***Healthcare and Social Assistance***

- In terms of employment, healthcare and social assistance is the largest industry in the East Bay economy, accounting for 201,100 jobs or 15 percent of the region's employment.
- Major general medical and hospitals, which typically employ over 1,000 workers, are distributed evenly throughout East Bay communities.
- The health care industry provides a wide range of occupations and wage levels, with one-third of all occupations in home health/personal care (\$17/hour), which is experiencing great demand over the next five years. Jobs in healthcare diagnosing (\$80/hour), as well as health technologists and technicians (\$36/hour), are also expected to increase. Counselors, social workers, and other social service specialists (\$30/hour) also remain high in demand.

### ***Manufacturing***

- In terms of employment, manufacturing is the fourth largest industry in the East Bay economy, accounting for 113,400 jobs or 9 percent of the region's employment. The East Bay's dominance in advanced manufacturing is driven by the region's specialized talent, research and development capabilities, and highly dynamic and complex innovation ecosystem.
- Major manufacturing employers are concentrated in Alameda County, with the highest density of auto, biomedical, and semiconductor manufacturing companies located in Fremont which is located in Southern Alameda County, adjacent to Silicon Valley. The proximity to the Bay Area's technology hubs in Silicon Valley and San Francisco make the East Bay an ideal location for co-locating manufacturing headquarters and production facilities.
- The manufacturing industry provides a wide range of occupations and wage levels, with 15 percent employed as assemblers and fabricators (\$24/hour), which is experiencing great demand over the next five years. Software and programming occupations (\$73/hour) are also expected to grow rapidly.

### ***Maritime***

- Direct jobs within the maritime industry represent a very small portion of the East Bay labor market, although the presence of two major seaports (Port of Oakland & Port of Richmond) and several other ancillary waterfront geographies in the East Bay region make it an important regional industry.

- Maritime employers mostly include navigational services, with some shipbuilding and marine cargo handling companies.
- The maritime industry includes many occupations related to goods movement, logistics, and transportation. Ship engineers (\$89/hour) have the highest wage, followed by general and operational managers (\$62/hour), Supervisors of Mechanics, Installers, and Repairers.

### ***Professional, Scientific, and Technical Services***

- In terms of employment, Professional, scientific, and technical services (PSTS) constitute the third largest industry in the East Bay economy, accounting for 122,700 jobs, or 9 percent of the East Bay's total employment.
- Major PSTS employers (300+ workers) include a range of testing laboratories, consulting services, and computer systems services. PSTS employers are distributed evenly throughout East Bay communities.
- The PSTS industry provides a wide range of occupations and wage levels. The top three occupations are computer occupations (\$69/hour), business operations specialists (\$46/hour), and engineers (\$62/hour). Over the next five years, growth of these occupations is projected to remain relatively stable in this industry.

### ***Information***

- As of 2023, the information industry accounts for 26,100 jobs, or 2 percent of the East Bay's total employment.
- Major employers (250+ workers) include software companies located in Walnut Creek, Oakland, Emeryville, San Ramon, and Pleasanton.
- The information industry provides a wide range of occupations and wage levels, with the top three constituting software and web developers (\$73/hour), sales representatives (\$41/hour), and computer and information system managers (\$95/hour). This industry is projected to see a slight decline over the next five years, though the numbers will be small. This is partly because the industry is not as large in the East Bay compared to other parts of the Bay Area.

### ***Public Administration and Education***

- In terms of employment, government is the second largest industry in the East Bay economy, accounting for 166,409 jobs or 13 percent of the region's employment which includes public sector employment at the local, state, and federal levels, including public education.
- Major employers include public administration offices, higher education institutions, and local school districts and public utilities.
- The industry provides a wide range of occupations and wage levels, with the top three in educational instruction and library occupations (\$34/hour), office and administrative support (\$26/hour), and management occupations (\$70/hour). Over the next five years, public sector employment is projected to remain stable or increase slightly.

**Transportation and Warehousing**

- In 2023, the transportation and warehousing industry accounted for 55,200 jobs or 4 percent of the region’s employment.
- Major employers include the regional transportation systems as well as postal/goods movement handlers.
- The transportation and warehousing industry employs a wide range of occupations and wage levels. The top three occupations are driver/sales workers and truck drivers (\$24/hour), laborers and material movers (\$20/hour) and passenger vehicle drivers (\$26/hour). Over the next five years, occupations in this industry are projected to grow.

**Local Board Priorities**

Each of the four local workforce development boards further prioritizes target industries on two levels: priority sectors and other strategic sectors. Local WDBs emphasize these industries in terms of training and pilot training programs to address the workforce needs of these sectors.

Local Board	Local Priority Sectors		Other Strategic Sectors
ACWDB	Manufacturing	Green Sector	Maritime
	Healthcare/ Social Assistance	Professional Scientific Technical Services	
	Public/ Government	Transportation/ Logistics	
WDBCCC	Construction	Healthcare/ Social Assistance	Advanced Transportation
	Transportation/ Logistics	Professional/ Business Services	
	Manufacturing	Childcare/ Early Childhood Education	
OWDB	Healthcare/ Social Assistance	Energy/Climate	Manufacturing
	Information Technology	Transportation/ Logistics	Childcare
	Public/ Government	Construction	
RWDB	Construction	Transportation/ Logistics	Manufacturing
	Healthcare/ Social Assistance	Public/ Government	Information Technology
			Green Sector

**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, the EBRPU 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, discuss training opportunities, and build providers' and partners' knowledge about the region's priority sectors and capacity to prepare and refer competitive client applicants.

### ***Manufacturing Sector Partnership***

The Association of Manufacturers Bay Area (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.

### ***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 increasing workforce and education capacity, investment, and sustainability.

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

Other specialized and industry-focused projects in the East Bay region, include, but are not limited to the following:



Regional Equity and Recovery Partnership (RERP): This project, which supports three of East Bay's target sectors, has been implemented through a state-funded grant. Under this grant program, the region's local boards collaborate with community college systems to develop and enhance curricula. Two of the East Bay boards are focusing on healthcare occupations, two on advanced manufacturing, and one on building and construction trades. The Workforce Development Board of Contra Costa County serves as the fiscal agent for the project, which includes all four EBRPU partner Boards.

Prison to Employment (P2E): A state level Corrections-Workforce Partnership Agreement is intended to strengthen linkages between the state workforce and corrections systems in order to improve the process by which the formerly incarcerated and justice-involved individuals reenter society and the labor force. The partnership's goal is to improve labor market outcomes for justice-involved individuals by creating a systemic and ongoing partnership between rehabilitative programs within California Department of Corrections and Rehabilitation (CDCR) and the state workforce system by bringing CDCR under the policy umbrella of the State Workforce Plan. In the East Bay, all four local boards are participating in this project, working closely with a network of partners to prepare justice-involved individuals for employment in key sectors, including construction, manufacturing, and logistics.

California Jobs First Initiative: In 2021, California launched this \$600 million initiative to support economic regions throughout the state in creating quality jobs and bolstering their resilience to climate and global challenges impacting the state's diverse regional economies. The Bay Area Jobs First Collaborative includes participation of economic development, education, workforce development, labor, and business. The target sectors identified by the collaborative are generally aligned with those represented in this Regional Plan. Coordination with this initiative is described in Section VIII of this Plan.

Residential Decarbonization Project: The Bay Area Residential Building Decarbonization project is a state-funded High Road Training Partnership (H RTP) initiative. It was formed to bring together local government agencies, community-based organizations, unions, and contractors to consider the impacts of new public investment and improve job quality across the industry. Residential decarbonization involves converting gas appliances and HVAC systems to all-electric versions and weatherizing homes to improve energy efficiency by upgrading insulation, weather sealing, windows, and doors. Increasing demand for residential decarbonization projects will likely create more employment opportunities in this industry. Additionally, this work is being enhanced with Bay Area Jobs First Catalyst Program funding.

Next Generation Battery Manufacturing: There are multiple efforts underway to develop next generation battery manufacturing capacity in the Northern Waterfront area of Contra Costa County. This multi-stakeholder effort intends to harness resources including technology transfer from local federal labs (Lawrence Berkeley and Lawrence Livermore National Labs), business attraction from local and regional economic development, the Bay Area Jobs First Catalyst project and activation plan, regional WDBs, community colleges, organized labor, and community organizations.

Maritime Trades and Water Transportation Careers Program: This High Roads Training Partnership program was conceived as an inclusive sector partnership and aims to increase access to high-road jobs in the marine trades and water transportation industries. It will establish linkages to post-secondary education, including the California State University Maritime Academy. In addition, the project will increase access for underserved populations, including but not limited to, English language learners, immigrants, re-entry job seekers, and youth. Alameda County WDB serves as the fiscal agent for the project, which includes both the Oakland Workforce Development Board and Workforce Development Board of Contra Costa. The project also includes roles for community-based organizations, organized labor, and industry partners.

Childcare and Early Childhood Education: Funded by a local parcel tax, Contra Costa County is addressing the high demand for childcare and early childhood education programs. WDB of Contra Costa County is a leading partner on the community engagement, strategy, and program design of multiple new youth centers sited throughout the county and career pathway programs that include new apprenticeships and other work-based learning strategies, as well as, supporting increased wages to enhance the quality of these critical jobs.

Civil Engineering Degree Apprenticeship Pathway: The Civil Engineering Degree Apprenticeship Pathway is a part of a statewide expansion in partnership with Caltrans, regional public transit agencies, Workforce Development Boards and community colleges. The 5-year, high-road aligned, articulated training program starts with Bridge programming to lay a strong foundation in math, followed by civil engineering classes offered at multiple community colleges; transfer to 4-year degree programs; and entry into a registered apprenticeship. Program elements include Student Support Specialists, who are embedded in the classroom; a Bridge Program; stipends for Bridge students; paid summer internships (e.g., university research projects and employer-based activities); and the opportunity to enter a registered apprenticeship with an employer partner.

Advanced Transportation: WDB of Contra Costa County is partnering with the Contra Costa Transit Authority on numerous advanced transportation projects to advance next generation mobility strategies using autonomous and electric vehicles including the roll out of charging infrastructure and the development and enhancement of vehicle and charging station maintenance training programs. Partners include the regional transit authority, local transit agencies, local K-12 districts and community colleges, Contra Costa County and Richmond WDBs, private sector research and development firms and GoMentum Station, the nation's largest secure facility dedicated to connected and automated vehicle testing is at the center of cutting-edge transportation research. The innovative technology being explored and tested at GoMentum Station will redefine the next generation of transportation, bring unprecedented mobility options to people, and help advance traffic safety towards zero fatalities and reduce carbon emissions.

Bay Tech Career Initiative: The CWDB grant to the Oakland WDB project offers training in Cybersecurity, Salesforce Administration, and Data Science for in and out of school youth. It also provides participants paid work experience and/or OJT training. The project will develop an employer advisory council and create opportunities for employment in entry-level positions with the City of Oakland.

RichmondBUILD: Richmond WDB has a YouthBuild grant that includes MC3 certification and leads participants to the adult-serving RichmondBUILD program. RichmondBUILD has direct entry agreements with the carpenters' union, including open admissions for five individuals, one of whom must be female. The program also has an agreement with the East Bay's electricians' union for participants to forego the testing requirement (a perennial barrier to entry), and proceed directly to the interview phase.

Brownfield Environmental Remediation Training: Richmond WDB has received numerous grants to train and equip workers with the skills necessary for the remediation of local EPA-designated brownfields. Programs focus on environmental clean-up and restoration projects and address critical workforce shortages for environmental services.

### **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 EASTBAY*Works* branding 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 EASTBAY*Works* website to review services available for businesses and secure contact information for local business services representatives. Services provided 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.

Specific strategies that boards utilize to communicate with businesses throughout the region include:

- Participation in and collaboration with sector partnerships, such as the Association of Manufacturers Bay Area (AMBayArea) and the Bay Area Health Pathways Partnership.
- Engagement with an array of chambers of commerce, economic development agencies, and industry associations.
- Participation in business- and industry-specific projects, including those described in the preceding narrative.

The local boards are considering leveraging Blutdot.io, which is a customer relationship management tool used by numerous local economic development entities to coordinate messaging to businesses.

## 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 for the EBRPU's local boards. All four WDBs, 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 workforce boards will continue to prioritize business customers based on 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.”*

While the local boards are generally using the state definition as a guideline for “good jobs,” specific actions concerning quality jobs include:

- Limiting the use of training funds to programs that prepare job seekers for well paid jobs that pay living wages in priority sectors.
- For on-the-job (OJT) training programs, ensuring that jobs pay a living wage and have additional quality features, such as good working conditions, paid health insurance, and opportunities for advancement.
- Increasing wages paid in work-based learning programs, including work experience programs for youth.
- Working with local first source hiring programs, which generally connect job seekers to employment where they are represented and wages are subject to negotiated terms of a collective bargaining agreement.

In addition, using an Irvine Foundation Grant, Alameda County WDB is engaged in a unique project under which they are studying businesses that offer “quality jobs.” Such businesses prioritize job factors, such as career advancement, worker voice, benefits, and safe environments. The goals of the project are to identify strategies for engaging with businesses that offer quality jobs, adoption of quality jobs principles, development of a list of businesses offering quality jobs, and the development of partnerships with identified employers. Ultimately, strategies identified through the project should be used by staff to inform job development activities. The project also includes mental wellness workshops for participants.

## **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, people with disabilities, justice involved individuals, opportunity youth, English language learners, foreign born individuals, refugees, non-custodial parents, CalFresh recipients, veterans, displaced workers, and others. Strategies to support individuals from these groups in preparing for work, securing employment, and succeeding on the job include a variety of traditional and innovative approaches and programs, including the following:

Co-enrollment in Two or More Programs: Many individuals with little exposure to work or barriers to employment will need a range of services that are not available through one program. Such job seekers may be enrolled into two or more programs to address their needs. Co-enrollment of individuals with disabilities in WIOA Title I programs for training and in services provided by the California Department of Rehabilitation for specialized support would be an example of accessing two funding sources to meet the unique needs of a customer.

On-going Case Management: Continued advisement, coaching, and support from experienced case managers is a crucial element in the success of many job seekers. Frequent contacts and supportive follow-up are instrumental in ensuring that participants stay on track, have access to alternatives as needs arise, and feel supported throughout their preparation for employment.

Securing Supportive Services to Address Barriers: Direct services staff have established and work within large networks of allied organizations and programs that offer a range of supportive services to address barriers faced by participants. Such services include, but are not limited to transportation, child care, health services, housing, legal services, and specialized counseling.

Foundational Skills Training: Participants build a set of job readiness and retention skills that are vital to their success in the workplace. These include skills such as critical thinking, working as part of a team, accepting supervision, and punctuality, along with many more.

Work-Based Learning Programs Offering Wages and Stipends: For individuals needing to work while preparing for employment, work-based learning models, such as OJT, work

experience, and internships provide a method to train for work while receiving training or stipends.

Registered Apprenticeships: Among the strategies that lead workforce system participants to jobs with the best opportunities and working conditions are registered apprenticeships in careers that are well paid, stable, represented, and offer clear pathways for advancement.

Working with Service Networks: Local boards and their service providers connect to networks that concentrate on serving unique populations. For example, staff working in programs serving justice-involved individuals are active in the Probation Department's Community Corrections Partnership, which provides access to many individuals and groups that can support participants.



## VI. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

The PY 2025-28 planning period marks the first time the four local boards that comprise the EBRPU are addressing environmental sustainability and climate resilience within the Regional Plan. However, the WDBs and their workforce system partners are not unfamiliar with these challenges and their impact of the regional economy and local labor markets. Within the region, issues such as pollution, a movement away from fossil fuels, and air quality have already affected the focus and content of workforce programs. Strategies have been developed to address the workforce needs associated with these and other issues that impact the environment. What is needed to gain momentum in these efforts is an overarching plan and structure to shape workforce programs into effective models to support a climate neutral transition. Such strategies will be developed during the four-year period represented by this Regional Plan.

### ***Opportunities for Building a Climate Resilient Economy and Workforce***

As part of the process of developing the Regional Plan, local boards examined research and looked to existing efforts dealing with environmental sustainability in the East Bay. The Bay Area Regional Climate Action Initiative stood out as uniquely pertinent to the interests of the local boards with respect to climate and the environment. The associated *Priority Climate Action Plan for the Northern and Central Bay Area Metropolitan Region* is characterized by features that may provide a model for the EBRPU agencies in developing a regional workforce development approach to environmental sustainability.

The Priority Climate Action Plan builds upon the region's climate leadership and rich foundation of existing climate-related plans, programs, projects, and policies to identify and support core policies, practices, and technologies in the transportation and building sectors that will help accelerate the Bay Area's transition to a more equitable and zero-carbon future. Implementation of the plan will reduce emissions of greenhouse gases (GHGs), criteria air pollutants, and hazardous air pollutants; create high-quality jobs; spur economic growth; and enhance the quality of life for Bay Area residents, particularly those in frontline communities. While the plan's workforce planning focuses almost exclusively on green jobs in the construction industry, its approach to linking workforce preparation to environmental issues could be replicated across other industries.

### ***Utilizing Local Climate Initiatives as a Launchpad for Workforce Development***

As suggested above, development of a comprehensive regional workforce development strategy is pending. However, each of the jurisdictions represented by workforce development boards in the East Bay has adopted a climate action plan and all four boards are working on climate-related workforce programs and strategies. Current initiatives hold promise for expansion and being scaled throughout the region.

RWDB: The City of Richmond has developed a climate action plan that is intended to serve as a roadmap to reduce greenhouse gas emissions, create jobs, and prepare for



the impacts of climate change on public health, infrastructure, the economy, ecosystems, and public spaces in the community. Supporting green business and industry is one of the key objectives of the plan. This objective seeks to reduce and mitigate carbon dioxide and other GHG emissions from large commercial and industrial sources. The plan seeks to promote “green” industries, while providing jobs and training to Richmond residents. It encourages existing businesses and industries to become environmentally advanced and to continue making positive contributions to the community. Richmond will work with businesses and industry, residents, and regulatory agencies to reduce the impact of direct, indirect, and cumulative impacts of pollution from industry, the Port, railroads, diesel trucks, and busy roadways.

RWDB supports climate resilience through grants to support environmental remediation that train environmental service workers to remediate local EPA-designated brownfields, as well as, grants to build out electric vehicle charging stations and grants to enhance training programs in both electric vehicle and electric vehicle charging station maintenance.

The plan highlights efforts of the workforce development system and seeks to expand existing initiatives in tandem with efforts to green existing businesses and attract sustainable jobs. The WDB supports training in the construction trades that are focused on green processes and is poised to develop programs that support a burgeoning blue-green economy in connection with the city’s shoreline.

OWDB: The City of Oakland’s 2030 Equitable Climate Action Plan is rooted in a deep community engagement process. It identifies ambitious actions to combat climate change while also ensuring that frontline communities, those that have been harmed by environmental issues and that are likely affected most by the impacts of climate change, will benefit from climate action. The City is focusing attention on actions that will result in cleaner air, improved economic security, good green jobs, and more resilient communities, while also minimizing the local contribution to climate change. The plan highlights the fact that green jobs underpin a sustainable, low-carbon economy. As an industry category, the green jobs sector includes clean energy development and installation, carbon reduction technology, advanced materials, food science, and applied technology.

The WDB’s environmental and climate-related projects include plans to support new green jobs at a revitalized Port of Oakland, ties to construction-related training that incorporate green processes, and efforts to support hiring in public sector jobs that focus on climate resilience and sustainability.

ACWDB: Adopted in May 2023, the Alameda County Climate Action Plan for Government Services and Operations through 2026 recognizes the threats that climate change makes to quality of life, health, and economic vitality in Alameda County. The plan identifies priorities for the County that will benefit individuals and communities. The plan is divided into six action areas, each of which plays a key role in sustainability goals: Built Environment, Community Resilience, Green Economy and Prosperity, Sustainable

Materials Management, Transportation, and Climate Leadership and Governance. The Green Economy focus area recognizes the capacity of the WDB to support jobs tied to environmental sustainability.

Current efforts of the workforce system aligned with environmental sustainability involve high road manufacturing, where there is an emphasis on green processes. In addition, the WDB supports jobs in the skilled trades that are focused on residential decarbonization, and the board is connected with a regenerative jobs program.

WDCCC: The County's Climate Action Plan is its strategic approach to reduce GHG emissions. The plan reflects the County's programs and actions to improve energy efficiency, develop renewable energy, reduce vehicle miles traveled, increase multi-modal travel options, expand green infrastructure, reduce waste, and improve the efficiency of government operations. The plan also forecasts the County's GHG emissions and sets reduction targets and strategies.

The Board is also engaged in numerous advanced transportation strategies, as detailed in Section IV.B., above, that address environmental sustainability through people mobility and goods movement strategies, electric and autonomous vehicle research and development and infrastructure deployment, and workforce training programs aligned with emerging occupational demand in advanced transportation fields.

A collaboration with the John Muir Land Trust Family Harvest Farm engages transition-age foster youth in workforce training while investing in environmental awareness and climate resiliency. Through sustainable agriculture apprenticeships and community service programs, integrating hands-on learning with supportive career coaching the project enhances community and food security while advancing environmental stewardship through open space protection, regenerative farming, and healthy food distribution to vulnerable communities.

Among the various efforts of the WDB linked to environmental sustainability and climate resilience are a Dislocated Worker Oil and Gas project where workers facing business closure are being retrained to utilize existing and new skills in alternative industries. Other projects include one focused on jobs linked to urban forestry, a residential decarbonization project, and a high road training project that is focused on battery manufacturing.

Additional information on the connection between climate resilience and workforce development in the East Bay is described in Section II-D of this Plan, which addresses trends for the future workforce.

Regional: All four EBRPU Workforce Development Boards are engaged in the Bay Area Jobs First Initiative through a regional partnership of stakeholders in education, economic development, labor, and environmental groups. The state program strives to advance a carbon neutral transition anchored in quality job creation and aligned with regional economic landscapes. The WDBs are partners on and supporters of several

Catalyst Programs addressing environmental sustainability through a variety of strategies including high-road manufacturing, residential building decarbonization, clean transportation, environmental education, and regenerative careers.

## VII. ACCESS AND ECONOMIC JUSTICE

The East Bay workforce development boards are engaged in a range of structural and systemic efforts intended to promote greater access to the region's workforce system. For example, Alameda County WDB has conducted extensive 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. EBRPU's local boards have a number of promising local level initiatives to draw upon. The Oakland Workforce Development Board has developed policies and practices promoting greater access to the local workforce system. OJT 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 to create unique programs, offer a wider range of support, and expand access. The local boards in Alameda County, Oakland, and Richmond have developed 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. Other projects, including those funded by specialized grants, are being used to expand access for job seekers from groups such as English language learners, justice-involved individuals, homeless and housing insecure individuals, persons with disabilities, BIPOC individuals, and first generation college students.

### ***Regional Strategies to Increase Access***

Across the four local workforce development areas of the East Bay, a wide range of effective workforce strategies have been promoted to increase access 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 many 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, the East Bay boards are focusing on two strategies offering both short- and long-term benefits to trainees: OJT training and apprenticeships.

OJT 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 fifty percent of hourly wages. When workers participate in OJT training, 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 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, WDBCCC has implemented and is in the process of developing apprenticeship programs in healthcare, sustainable agriculture, early childhood education and civil engineering. They are also seeking to expand pre-apprenticeship training models in new sectors based on the successful multi-core craft curriculum utilized nationally but building and construction apprenticeship programs.

Where allowable, local boards are using stipends as a means of support for job seekers involved in training and preparation for employment. Needs-based payments are being utilized under projects such as those funded by the California Employment Training Panel.

### First Source and Local Hiring

Three 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 has worked 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 all EBRPU 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, the Port of Oakland, and Alameda County as a whole have local hiring policies which mandate a certain percentage of those employed on government-

funded construction projects be filled by qualified local residents. In Richmond, local hiring policies impact not only construction employment, but also retail, office, administrative, and other employment.

### Wrap-Around Support

A key to ensuring that services are as accessible as possible to support those who need them most is to provide them in communities in proportion to need. The Contra Costa Workforce Collaborative (CCWC) model is an innovative approach to the no-wrong-door model of service. OWDB has also worked to identify the city's most impacted communities and has 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 Workforce Development Board of Contra Costa County 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 are scaling this model to help their participants improve financial literacy skills.

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

The East Bay's local workforce development boards' establishment of a structure to support program alignment precedes WIOA and California's implementation of the RPU framework for regional coordination. This long history of collaboration is the basis for the region's adoption of "regional indicators" that focus on resource coordination. The information that follows highlights both examples of collaboration and opportunities for cost sharing.

### A. Regional Coordination Strategies

The four 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.

#### ***EASTBAYWorks Memorandum of Understanding (MOU)***

While each local board has distinct MOUs with core, required, and other local partners, the EASTBAYWorks partnership operates under a regional workforce MOU. This MOU among the counties of Alameda and Contra Costa, as well as the municipalities of Oakland and Richmond, enables the implementation of regional initiatives that are supported, primarily, by specialized grants from the CWDB and the state Employment Development Department.

The EASTBAYWorks MOU outlines goals and 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 EBRPU programs more efficiently; and
- Establishing a "lead agent" framework for other regional projects to efficiently implement programs on behalf of the EBRPU.

Discussions among the local WDBs are ongoing regarding opportunities to achieve alignment and efficiency through the use of the EASTBAYWorks structure.

#### ***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 EASTBAYWorks website, which



enables job seekers across the region to locate the services that are most accessible to them and access a regional events calendar that promotes workshops and training opportunities, as well as, hiring events. The geographic distribution of the centers in both Alameda and Contra Costa counties unifies the region by providing access to one-stop services for all of East Bay's residents.

### ***Coordination with Regional Economic Development***

The East Bay WDBs 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 Oakland Workforce Development Board is uniquely located 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 the 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 has been focused on creating a strong recovery and opportunities for those who were disproportionately impacted by the pandemic-induced recession.

The region's participation in a Bay Area grant funded by the California Jobs First initiative (formerly the Community Economic Resiliency Fund or "CERF") is a current example of collaboration with economic development to achieve the goals it shares with the workforce development system. The Bay Area Jobs First Collaborative, which includes representation by EBRPU leadership, has led the planning phase of the grant. Collaborative members work together to re-envision regional economic development planning in ways that are centered around the values of access, high-road employment, and sustainability and climate resilience, that are shaped by workers and impacted



community/members themselves. Goals established for the planning phase included several efforts that correspond with strategies represented in this Plan, including, but not limited to, investments in high road training partnerships that create economic mobility opportunities for local workers. The four East Bay boards continue to be actively engaged in all aspects of the California Jobs First initiative.

### ***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 Contra Costa County education and workforce development organizations that currently operate within the county. The CCWC was developed in response to an identified need for regional collaboration and system alignment to move beyond strategies that prioritize low-wage, immediate employment opportunities and 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.

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

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

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

An annual budget for the EBRPU supports regional communications and functions, including a website with a virtual service locator and a regional events calendar populated by all of the EBRPU's funded partners. The budget contains line items for resource development, strategic planning, and other items that are determined necessary when the annual budget is created. In addition, the EBRPU 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, and the EBRPU continues to explore opportunities for administrative cost sharing.

The regional budget also supports the RO position. The RO is key to managing regional initiatives, resource development, and grant reporting, and serves as a central point of contact between the workforce development system and regional industry partnerships. The RO facilitates meetings at various levels for local boards in the region (e.g., directors; service network; adult and youth programs; career center managers, frontline staff) to

identify best practices, troubleshoot obstacles, support the EASTBAYWorks 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 have included a Regional Equity and Recovery Partnership (RERP) grant program; state-funded Prison to Employment (P2E) grants; and a series of Regional Plan Implementation (RPI) grants. Other discretionary grant programs in which two or more East Bay WDBs 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.

## IX. PROGRAM YEAR 2025-28 REGIONAL SYSTEM PRIORITIES

Based on input that regional workforce leaders and stakeholders provided during discussions held throughout the process used to develop the PY 2025-28 Plan, the following issues were identified as priorities for further examination, exploration, development, and/or enhancement over the four-year period covered by the Regional Plan. The Directors of the EBRPU's four local boards will work with their WDB members, elected officials, business leaders, and local partners and stakeholders to set the agenda for review of these priorities and, following such review, determine where, when, and how action should be taken.

The themes represented by the priorities that follow were identified through input from WDB leaders, system partners, and regional stakeholders during a series of discussions, including the three community forums that are described in Attachment I.

### 1. **Develop Strategies to Reach Businesses of All Types and Sizes**

While the Regional Plan identifies priority sectors for the East Bay and the four local workforce development areas that comprise the region, workforce leaders, system partners, and regional stakeholders all recognize that the economy of the East Bay is varied and that businesses in many industries are critical to the economic vitality, prosperity, and opportunity in the region. The public workforce system, educational institutions, training providers, and the network of employment and career focused organizations operating the East Bay must develop strategies to support businesses of all types and sizes and ensure that these enterprises have access to a wide range of recruitment, hiring, retention, and training tools to support their employees.

### 2. **Enter into Partnerships with Businesses**

Throughout discussions with workforce system stakeholders, a common theme emerged time and time again: the most successful workforce programs are those that have developed structured partnerships with businesses. Among these partnerships, those that produce the best results for job seekers are ones where businesses communicate in advance the types of jobs for which they are hiring, the skills they are looking for in new workers, and the numbers of workers they are planning to hire within a prescribed timeframe.

While businesses are a clear end-user of the full range of workforce development services provided by local boards and many system partners, too often career services, training, and even direct services for businesses are designed without their input. Business leaders should be the "managing partners" in the design of workforce services and, especially, programs that train candidates for employment in the skills companies need most. WDBs and system partners should consider

opportunities to expand existing sector partnerships and to develop new ones as a structure for securing business intelligence and direction on services and training. At the same time, system partners should develop strategies that encourage businesses to become more active as trainers of new and current workers, using models such as customized training, OJT training, and apprenticeships.

### **3. Define Job Quality and What Constitutes a Good Job in the East Bay**

The workforce system's focus on placement of participants in jobs is appropriate. Most individuals seeking services do so based on their need to work and earn a living. However, workforce system services should be viewed as investments in job seekers. Therefore, all customers, even those who are simply looking for work, should be provided services that prepare them for advancement along a career pathway. In support of these objectives, local workforce boards, the WIOA-mandated local system partners, and other key stakeholders should confer on strategies to define job quality and what qualifies as a good job in the East Bay. The stakeholders should consider widely accepted definitions, such as those established by the California Workforce Development Board and various federal agencies, while recognizing unique features of the East Bay, including, but not limited to, cost of living, commute patterns, local industries, emerging sectors, and the changing nature of work.

### **4. Advise on Strategies for Managing New Generations of Workers**

Business leaders, educators, workforce development professionals, social services providers, and other stakeholders continue to describe shifts in attitudes, behaviors, preferences, and priorities among workers and candidates for employment. Many indicate that, while these changes have been evolving over the last decade or even longer, such shifts were accelerated by circumstances surrounding the pandemic. For many individuals, particularly younger workers with less experience in and attachment to the workforce, work-life balance, "meaningful" or "purpose-driven" work, flexibility, and opportunity to be part of decision-making are more important than factors such as pay, stability, and promotional opportunities. Many businesses describe workers' lack of punctuality, adherence to work schedules, and short tenure as challenges to business operations. System partners need to recognize and respond to changes in worker priorities by developing corresponding career services and training. Such services may acknowledge that employment and career decisions are individual choices, but highlight advantages of employment retention, including stability, wage increases, and opportunities for advancement. Support for businesses may include strategies that encourage worker retention.

### **5. Identify and Implement Effective Strategies to Connect Under-Served Populations with Services Leading to Employment**

With the need for talent continuing to outstrip supply, local boards and system partners must develop strategies to expand the pool of available workers. Stakeholders cite individuals from various under-resourced populations as strong candidates for jobs, even in positions for which they have not traditionally been hired in large numbers. These populations include, but are not limited to, immigrants, refugees, individuals with disabilities, homeless and housing insecure individuals, older workers, justice-involved individuals, and young workers. Business and workforce leaders should work together to identify the training and services that will best prepare such individuals to be strong candidates for in-demand jobs.

#### **6. Implement Programs that Provide Income Support During Skills Training and Career Preparation**

Too many job seekers who could benefit from training opt out of this opportunity based on their need to earn a living. They are simply unable to devote months of their lives to sitting in classrooms all day, as they have family and financial obligations. There are, however, options that could make training possible for these individuals. Work-based training models (e.g. work experience, transitional jobs, OJT training, customized training, apprenticeships) enable those in need of training to earn wages while they are engaged in activities to acquire skills that businesses need. Another option to support these individuals would be the use of stipends, which are funds provided to a student to help cover living expenses while they are actively engaged in training. While WIOA limits the use of stipends, other fund sources may provide options for implementing this form of support.

#### **7. Identify Core Employability Skills and Incorporate Them into Career Services and Training**

There are skills that are widely desired by businesses across many industries, and some skills are often considered universally needed for all jobs. System stakeholders call out foundational skills (i.e., so-called “soft skills,” such as promptness, team work, acceptance of supervision, critical thinking, problem solving); basic skills (English and math skills); communication skills (verbal, written, and appropriate to the workplace); digital literacy (ability to use basic technology tools and system); financial literacy; and job retention skills as among the general skills most valued by companies of all types and sizes. Business and industry leaders continue to stress that individuals with these skills are the most desirable, are the easiest to train, and are, generally, the best fit. Workforce system partners throughout the region should work to identify a full complement of core employability skills and devise strategies for assessing and training in these skills areas.

#### **8. Examine Opportunities to Contextualize Basic Skills and Other Core Skills into Instruction**

As indicated above, the need for basic education skills and other core employment skills is significant among many job seekers utilizing the services of local workforce development boards, their services providers, and partners. However, stakeholders acknowledge that in many cases individuals may be hesitant to enroll in ESL, mathematics, or other remedial education courses as they need to work and cannot fit school into their schedules. Stakeholders suggest that a greater use of contextualized instruction may help such individuals. Contextual learning is a student-centered teaching method. Instead of memorization, it actively engages learners by exploring curriculum topics through real-world scenarios, and subjects like math and communication and built into occupational skills instruction.

#### **9. Improve Strategies to Expose Current and Future Generations of Workers to Careers**

An array of strategies and approaches are needed to prepare youth and adults for a lifetime of employment and for career advancement that enables self-sufficiency, provides a family-supporting income, and creates opportunities for stability and prosperity. Information on jobs and careers should be available to children at an early age and more detailed information should be available to them as they progress through grade school, middle schools, and high school. WDBs and system partners should work closely with schools to provide information that supports career exploration and students' decisions on career-related programs and content available at the middle and high school levels. Opportunities for youth employment are critical, as first jobs, whether subsidized or not, provide important hands-on learning experiences that will stay with workers throughout their careers. Workforce programs should also continue to provide opportunities for disconnected youth and young adults to re-engage with education, training, and work.

#### **10. Build a Coalition of Workforce Development System Stakeholders**

WIOA prescribes specific partner relationships for the public workforce system that include complementary federally funded programs. Local boards throughout the East Bay have expanded their partnerships to include many state and locally funded programs and organizations, as well as community partners. Local workforce systems benefit from collaborations with a wide range of organizations that have not traditionally been viewed as partners. Stakeholders suggest that further expanding partnerships could enhance the system and add significant value for customers. Possible additional partnerships include public health and behavioral health agencies, early childhood education providers, industry associations, organized labor, and various population-based service providers.

As workforce development professionals, educators, representatives of community agencies and others gathered to provide input on the development of the Regional Plan, significant interest was expressed in the establishment of a structure that would serve as a platform for communication and the sharing of

ideas among a broad regional coalition of stakeholders. The existing EASTBAY *Works* structure holds promise for meeting this objective. Local boards will determine how to address this matter in the best way possible within their local workforce areas and throughout the region.

#### **11. Develop Resilience Strategies to Minimize Impacts of Disruptions to the Labor Market**

While Regional Plan guidelines published by the state require the local workforce boards of the East Bay region to describe approaches they plan to undertake to address environmental sustainability and climate resiliency, engagement with stakeholders about workforce strategies raised questions about the potential preparedness of businesses and workers in the event of a major disruption, which could include natural disasters, another pandemic, a deep economic recession, climate impact, or other significant effects on the labor market and, consequently, the workforce. The sudden, profound, and enduring impact of COVID-19 has made a lasting impression on the network of workforce stakeholders. Some see opportunities to better prepare for major events, by developing contingency strategies that will help workers, businesses, and communities cope with significant changes to the labor market and employment.

#### **12. Align Strategies Across Plans**

The EBRPU Regional Plan is aligned with the PY 2025-28 Local Plans of the four local workforce development boards in the region. It also supports priorities established within the PY 2024-27 California's Unified Workforce Development Plan, which describes overarching goals, objectives, and strategies across the core workforce programs identified in WIOA Titles I through IV. Within the East Bay, the Greater Bay Area, and statewide, there are many other plans published in response to requirements embedded in public program and funding, along with plans developed by private organizations that reflect a wide range of topics and needs. These plans address the economy, education, broadband accessibility, the environment, child development, public health, urban planning, housing, and much more. Stakeholders recognize that there are both commonalities and shared priorities across many of these plans and that the goals of various plans intersect with those of local and regional workforce development programs. As such, regional leadership will identify where plans and associated programs and activities should be coordinated and aligned.



## X. ATTACHMENTS

- A. Stakeholder and Community Engagement Summary (Attachment 1)
- B. Public comments received that disagree with the Local Plan (Attachment 2)
- C. Signature Page (Attachment 3)



## STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

To facilitate the engagement of stakeholders in regional planning for the workforce development delivery system and the development of the PY 2025-28 Regional Plan, the EBRPU hosted a series of three community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

### Opportunities and Challenges for the Workforce Development System:

Questions/topics addressed include, but were not limited to:

- Considering the regional economy and industries that are contributing to growth and prosperity, what opportunities exist to help workers develop necessary skills and otherwise prepare for jobs with current and projected demand?
- What strategies should workforce system agencies employ to better understand generational and evolving needs of workers?
- What are the greatest obstacles for individuals looking to prepare for “good jobs?” Are there strategies that the workforce system could use to minimize or eliminate these obstacles?
- As businesses continue to face recruitment and hiring challenges, are there strategies that the workforce system could implement to lessen these difficulties?
- Other input on workforce development opportunities and challenges.

This forum was held in-person on two occasions

- January 8, 2025 – 10:00 a.m. to 11:30 a.m. for Alameda County and City of Oakland WDBs
- January 8, 2025 – 1:30 p.m. to 3:00 p.m. for Contra Costa County and City of Richmond WDBs

### The Changing landscape of Jobs and the Economy:

Questions/topics addressed include, but were not limited to:

- Compared to a decade ago or even more recently, what changes are most prevalent in the regional economy?
- How are changes in local industries and businesses affecting the types and availability of jobs?
- What impact are economic changes having on workers and individuals looking for work?
- What changes do economic trends suggest for workforce development and skills training programs?

- Other input on workforce development opportunities and challenges.

---

**DATE:** April 9, 2025  
**TO:** Executive Committee  
**FROM:** Tamia Brown, Executive Director  
**RE:** **Recommend Appointment to the Workforce Development Board**

---

## RECOMMENDATION

That the Executive Committee recommend for appointment to the Workforce Development Board of Contra Costa County:

**Patience Ofodu** appointment to fill Business Seat # 12  
**Dawn King** appointment to fill Business Seat #13

### A. BACKGROUND AND DISCUSSION

#### Local board structure and size:

The Workforce Innovation and Opportunity Act (WIOA) of 2014 requires a business and industry majority and ensuring representation from labor and employment and training organizations. The WDB approved a Board of twenty-five (25) members. This option meets the WIOA requirements for the composition of the local board in the following enumerated categories:

- 1) Category – Representatives of Business (WIOA Section 107(b)(2)(A))
  - (52%) representatives
- 2) Category – Representatives of Workforce (WIOA Section 107(b)(2)(A))
  - (20%) representatives
- 3) Category – Representatives of Education and Training (WIOA Section 107(b)(2)(C))
  - One (1) Adult Education/Literacy Representative (WIOA title II)
  - One (1) Higher Education Representative
  - One (1) Economic and Community Development Representative
  - One (1) Wagner-Peyser Representative
  - One (1) Vocational Rehabilitation Representative

### B. CURRENT SITUATION

With five Business seats, one Labor seat and one Education and Training Vocational Rehabilitation seats vacant, the Workforce Development Board of Contra Costa County staff and board members will continue to strategically recruit key leaders to fill the positions.

### C. SCHEDULE

Action on this item will result in the applicant's approval and final appointment by the Board of Supervisors.

**D. ATTACHMENTS**

**A3a** [WDBCCC BYLAWS](#)

**A3b** [Patience Ofodu](#) application form

**A3c** [Dawn King](#) application form

**A3d** WDBCCC Board Members Roster 01.2025

For any questions, please contact Tamia Brown, Executive Director at 925-671-4514 or email at [tbrown1@ehsd.cccounty.us](mailto:tbrown1@ehsd.cccounty.us)

# Application Form

## Profile

Patience

First Name

C

Middle Initial

Ofodu

Last Name

[Redacted]

Home Address

Suite or Apt

San Ramon

City

CA

State

94582

Postal Code

[Redacted]

Primary Phone

[Redacted]

Email Address

## [District Locator Tool](#)

### Resident of Supervisorial District:

District 2

East Bay Economic Development Alliance - Oakland, CA

Employer

Head of Community Relations and Strategic Partnerships

Job Title

### Length of Employment

16 months

### Do you work in Contra Costa County?

Yes  No

### If Yes, in which District do you work?

### How long have you lived or worked in Contra Costa County?

18 years

### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

### Which Boards would you like to apply for?

Workforce Development Board: Submitted

**Seat Name**

---

open

**Have you ever attended a meeting of the advisory board for which you are applying?**

---

Yes  No

**If Yes, how many meetings have you attended?**

---

over 50

---

**Education**

**Select the option that applies to your high school education \***

---

High School Diploma

**College/ University A**

**Name of College Attended**

---

CSU East Bay

**Degree Type / Course of Study / Major**

---

Masters / Public Administration

**Degree Awarded?**

---

Yes  No

**College/ University B**

**Name of College Attended**

---

**Degree Type / Course of Study / Major**

---

**Degree Awarded?**

---

Yes  No

---

**College/ University C**

**Name of College Attended**

---

**Degree Type / Course of Study / Major**

---

**Degree Awarded?**

---

Yes  No

---

**Other Trainings & Occupational Licenses****Other Training A**

---

Workforce Development Executive Development

**Certificate Awarded for Training?**

---

Yes  No

**Other Training B**

---

Leadership Contra Costa

**Certificate Awarded for Training?**

---

Yes  No

**Occupational Licenses Completed:**

---

California Department of Real Salesperson License

---

**Qualifications and Volunteer Experience****Please explain why you would like to serve on this particular board, committee, or commission.**

---

As an 18-year county resident, I am passionate about giving back to my community. I bring extensive experience in workforce and economic development, honed during my almost 11 years as county staff. The county has provided me with outstanding leadership experience and training. I am passionate about workforce development and deeply relate with the workforce community and stakeholders. I advocate for programs to help small businesses and the vulnerable population. My current role at the East Bay Economic Development Alliance as Head of Community Relations and Strategic Partnerships aligns with key industry sectors. I believe in the power of innovative strategic partnerships and collaborative efforts to create a thriving economic landscape. I continue collaborating with the WDBCCC staff and board members, referring alliances and supporting the WDBCCC's efforts. Board membership will allow me to leverage my partnerships in Alameda and Contra Costa to support the WDBCCC.

**Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)**

---

I have 15 years of leadership experience in workforce and economic development across the Bay Area. My nearly 11 years with Contra Costa County include serving as Interim Executive Director of the Workforce Development Board, Workforce Services Specialist/Business Services Manager, One-Stop Career Center Coordinator, and Case Manager. I convene industry, government, labor, education, community, and other stakeholders to address the skills gap and match job seekers with future employers. I recruited board members from top employers and non-profit organizations, staffed committees, raised sponsorships for events, and presented at workforce conferences and to community partners. I collaborated with state workforce and economic development organizations to ensure the appropriate application and accountability of workforce programs and funding. I participated in several county initiatives. As a California Workforce Association (CWA) Race and Equity Committee member, we designed an Action plan during the pandemic. My experience also extends to the workforce and economic development roles in Alameda County and the San Jose Office of Economic Development. Other initiatives and publications I coordinated or partnered with are the Contra Costa Economic Partnership for the Equitable Economic Recovery Task Force, which aims to expand economic opportunity in Contra Costa County and MEETING THE DEMAND HEALTH CARE WORKFORCE IN CONTRA COSTA COUNTY. I serve on several boards, including as Chair for the City of San Ramon Economic Development Advisory Committee. I also have experience as a CA-licensed real estate salesperson for over 20 years and as a past small business owner.

---

Upload a Resume

**Would you like to be considered for appointment to other advisory bodies for which you may be qualified?**

---

Yes  No

**Do you have any obligations that might affect your attendance at scheduled meetings?**

---

Yes  No

**If Yes, please explain:**

---

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

---

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

---

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

---



**List any volunteer or community experience, including any advisory boards on which you have served.**

---

Board Member Concord Chamber of Commerce, 2024, Chair City of San Ramon Economic Development Advisory Committee, 2024. Chair Economic Development Directors Council of East Bay Economic Development Alliance 2023, Executive Board Member San Ramon Chamber of Commerce 2018, East Bay Leadership Council 2022, and California Workforce Association member 2022.

---

**Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

---

Yes  No

**If Yes, please identify the nature of the relationship:**

---

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

---

Yes  No

**If Yes, please identify the nature of the relationship:**

---

**Please Agree with the Following Statement**

---

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

---

I Agree

---

Important Information

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: (1) file a Statement of Economic Interest Form also known as a Form 700, and (2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships:
  - (1) Mother, father, son, and daughter;
  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

## Contact Information

Patience C Ofodu – [REDACTED]

---

---

## Professional Summary:

East Bay workforce and economic development leader with over 15 years in strategic roles across the Bay Area. Demonstrates a proven track record in driving economic growth, enhancing workforce capabilities, and fostering community partnerships. Skilled in strategic partnerships, community relations, policy development, advocacy, program management, event coordination, and stakeholder engagement. Recognized by the California Workforce Association (CWA) and the region as an expert on workforce development, frequently invited as a subject matter expert at state and regional convenings. Has hosted numerous employer and job seeker events with hundreds in attendance and participated extensively in national and local workforce and economic development conferences. Recognized for board member recruitment and managing board relationships and dedicated to Equity and Inclusion in supporting workforce development initiatives.

---

## Professional Experience:

### **Head of Community Relations and Strategic Partnerships Economic Development Director**

*East Bay Economic Development Alliance - 2023-Present*

- Engage with various stakeholders, including community members, business partners, government officials, and non-profit organizations.
- Design and implement community engagement strategies to foster positive relationships that align with the organization's mission and goals.
- Identify and pursue strategic partnerships that align with the organization's goals.
- Foster collaboration between the organization and its partners to achieve mutual goals.
- Ensure efficient and effective use of resources and leverage partnerships to secure funding and sponsorships.
- Track and evaluate the performance and impact of partnerships.

### **Interim Executive Director (positions during this time include Workforce Services Specialist, Business Services Manager, One-Stop Career Center Coordinator, and Career Center Case Manager).**

*2012- 2023, Contra Costa County Workforce Development Board*

- Expert in board member recruitment and staffing multiple committees
- Managed Federal and State programs and funding, including AB109/ Reentry, Rapid Response, Business Services, and Youth, Adult, and Dislocated Worker Programs.
- Built strong relationships with business leaders, policymakers, and community organizations.

- Conducted comprehensive labor market analyses to inform program development.
- Led initiatives that improved employment opportunities and access to employment opportunities
- Managed multi-million-dollar budgets and funding for workforce programs.
- Developed and implemented strategic plans with local businesses and educational institutions.

**Business Services Lead**

*Alameda County - NUMMI Re-Employment Center (NRC-LETC-UAW), 2010 -2012*

**Business Services Coordinator Job Placement Specialist**

*City of San Jose Office of Economic and Program Development, Work2future, 2010 – 2012*

**New Home Community Sales Manager for Several Builders Including:**

*Summer Hill Homes, Lennar Homes, Signature Properties and Pulte Homes, 2001-2008*

**Computer Associates, ACCPAC Inc,**

*Account Manager/Business Partner Recruiter, 1998-2001*

**Education:**

**Master’s degree in public administration**

*California State University, East Bay*

**Board Memberships and Leadership:**

- Chair City of San Ramon Economic Development Advisory Committee, 2023-2024
- Board Member, Concord Chamber of Commerce, 2020-2024
- Chair and Co-Chair, Economic Development Directors Council of East Bay Economic Development Alliance, 2021-2023
- California Workforce Association, Race and Equity, Legislative, and Capacity Building Committees 2016-2023
- Contra Costa County Employment and Human Services Diversity and Equity Committee, 2021-2023
- Executive Board Member San Ramon Chamber of Commerce, 2017-2018
- Member East Bay Leadership Council (EBLC)
- Contra Costa College Community College District, Advisory Board Participation to support skills and curriculum development as invited.

---

**Professional Development and Conferences:**

Bay Area Social Services Consortium, UC Berkeley Executive Development Program, - 2022  
California Association for Local Economic Development Conference (CALED) - 2014-2024  
California Economic Summit, 2016-2023  
California Federation of Labor Unions / Rapid Response Conference – 2013-2022  
National Association of Workforce Boards Forum and California Workforce Association  
Conference, 2014–2022  
Leadership Contra Costa Graduate - 2020  
California Workforce Association (CWA) Executive Boot Camp - 2017  
Keys to Economic Development Certificate Program (CALED) - 2019  
Contra Costa County — EHSD Leadership Academy and Mentor and Mentee Program

---

**Executive Skills:**

- Community Relations, Strategic Partnerships, Strategic Planning, Event Planning, Policy Development, Program Management, Stakeholder Engagement, Budget Management, Public Speaking, Advocacy.

---

**Certifications:**

- California Licensed Salesperson Certificate – 2001-Present
-

# Application Form

## Profile

Dawn \_\_\_\_\_ King \_\_\_\_\_  
 First Name Middle Initial Last Name

\_\_\_\_\_ Suite or Apt  
 Home Address

Concord \_\_\_\_\_ CA \_\_\_\_\_ 94521 \_\_\_\_\_  
 City State Postal Code

\_\_\_\_\_ Primary Phone

\_\_\_\_\_ Email Address

### [District Locator Tool](#)

#### Resident of Supervisorial District:

District 4

Harris & Rosales LLP \_\_\_\_\_ Controller \_\_\_\_\_  
 Employer Job Title

#### Length of Employment

1 year

#### Do you work in Contra Costa County?

Yes  No

#### If Yes, in which District do you work?

#### How long have you lived or worked in Contra Costa County?

17 years

#### Are you a veteran of the U.S. Armed Forces?

Yes  No

## Board and Interest

#### Which Boards would you like to apply for?

Workforce Development Board: Submitted

**Seat Name**

Business

**Have you ever attended a meeting of the advisory board for which you are applying?**

Yes  No

**If Yes, how many meetings have you attended?**

1 - of the youth committee

---

**Education**

**Select the option that applies to your high school education \***

High School Diploma

**College/ University A**

**Name of College Attended**

SFSU

**Degree Type / Course of Study / Major**

Humanities/Philosophy

**Degree Awarded?**

Yes  No

**College/ University B**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

**College/ University C**

**Name of College Attended**

**Degree Type / Course of Study / Major**

**Degree Awarded?**

Yes  No

---

## Other Trainings & Occupational Licenses

### Other Training A

---

#### Certificate Awarded for Training?

---

Yes  No

### Other Training B

---

#### Certificate Awarded for Training?

---

Yes  No

### Occupational Licenses Completed:

---

---

## Qualifications and Volunteer Experience

### Please explain why you would like to serve on this particular board, committee, or commission.

---

I have worked as an accountant for 30+ years, mainly for small and medium-sized businesses. I have worn a lot of hats including the human resources role and I have a deep appreciation of what goes into business hiring decisions. I am passionate about small businesses and would like to contribute to the great work the WDB does creating opportunities in our local economy. I volunteered for many years with the San Francisco ILSP and have an appreciation of the obstacles many youth face in gaining an education and employment. I am interested in learning and serving my community and this seems like a perfect application of my skills, interests and background.

### Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)

---

I am an experienced accountant, business manager and small business owner, so I would bring a wealth of private sector knowledge and experience to the board. I bring skills in data management and analysis which I use daily in my job. I have done job training and tutoring both in my professional and volunteer work and have lead marketing and fundraising efforts both at work and in my volunteer experiences. I am eager to learn more about the great work the WDB has been doing in our community and would love to be a part of it.

---

Upload a Resume

### Would you like to be considered for appointment to other advisory bodies for which you may be qualified?

---

Yes  No

### Do you have any obligations that might affect your attendance at scheduled meetings?

---

Yes  No



**If Yes, please explain:**

---

**Are you currently or have you ever been appointed to a Contra Costa County advisory board?**

---

Yes  No

**If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:**

---

**If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:**

---

**List any volunteer or community experience, including any advisory boards on which you have served.**

---

---

### **Conflict of Interest and Certification**

**Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)**

---

Yes  No

**If Yes, please identify the nature of the relationship:**

---

**Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?**

---

Yes  No

**If Yes, please identify the nature of the relationship:**

---

### **Please Agree with the Following Statement**

---

**I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.**

---

I Agree

---

## Important Information

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: (1) file a Statement of Economic Interest Form also known as a Form 700, and (2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships:
  - (1) Mother, father, son, and daughter;
  - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
  - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
  - (4) Registered domestic partner, pursuant to California Family Code section 297;
  - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
  - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

**Controller, Harris & Rosales, LLP (3/2024-present)**

Accounting, Process Development, Retirement Planning, Data Analytics for a growing law firm. Supervise a staff of 4 accounting professionals.

**Controller, ServiceMaster Restoration Services and ServiceMaster Recovery Management (3/2018-6/2023)**

Controller and Accounting Manager for the largest ServiceMaster Franchise in the country. Supervised a staff of 14+ accountants and auditors. In my tenure we have remade and upgraded all department processes to maximize use of today's technology. Using Power BI, I successfully aggregated data from the Accounting and Operations sides of the business into actionable, integrated dashboards and reports that have contributed to more profitable billing and speedier collections.

**Accounting Manager, Collins, Mason & Co. CPAs (8/2017-3/2018)**

Supervised 6 bookkeepers who provided onsite and offsite full-charge, outsourced Accounting Services. We served Small-to-medium-Sized businesses clients, high net worth individuals and property investors. I worked closely with our clients as a proactive member of their management team. Leveraged cloud based apps, Excel and PowerBI skills to streamline client workflow and deliver insightful, accurate and customized financial reports.

**Accounting Manager/Controller, California Sports and Orthopaedic Institute (10/2011-7/2017)**

Performed/Supervised all accounting functions for a 2-location medical practice with 7 doctors and a large administrative staff. Produced and present to partners budgets and profitability reports on 12 profit centers. Calculate profitbased compensation for partners and physicians. Proactively worked with partners to identify areas for cost savings, contract improvements and new opportunities for growth. Manage the process of bringing the website, online profile and social media maintenance in-house.

**Owner/President, King & Associates, Inc. (2010-2013)**

I started this bookkeeping services firm which specialized in using QuickBooks along with other add-on applications to provide Full-Charge and after-the-fact, off-site, cloud-based bookkeeping services to 35+ clients. I supervised a staff of 11+ bookkeepers, data entry and marketing personnel. We did extensive marketing to the CPA community including 3 direct mail campaigns per year, 6 speaking engagements with the Cal Society of CPAs and a telemarketing campaign. I sold the company to one of my competitors in October 2013.

**Accountant, Family Office, Seven Stones Winery, Ronald C. Wornick and the Wornick Family Foundation (2004-2008)**

Full-Charge Bookkeeper for Seven Stones Winery, Ronald C. Wornick and the Wornick Family Foundation. Managed all aspects of Accounting and family office tasks for this high net-worth individual, his small business and his family foundation.

In 2007 I was promoted to a business management and marketing role to assist with the setup and the launch of Seven Stones Winery. In that capacity I developed relationships with vendors, oversaw the creation of all packaging and marketing materials, including website development and product launch.

**Full Charge Bookkeeper (1999-2002), Associate Publisher (2002-2004), FrancePress, Inc.**

I began as a bookkeeper for this publisher of two small magazines: France Today (an English-language publication targeting American Francophiles) and Le Journal Français (a French-language publication targeting American Francophones). In 2002 I was promoted to the position of Associate Publisher. Over my term of employment I was responsible for performing or delegating all financial management tasks, managing a team of 11 people, including two editorial staffs, overseeing the production of both publications, developing Advertising and Marketing (circulation) strategies, developing strategic marketing partnerships, performing/delegating the Advertising Sales and all marketing efforts, which included two websites, email newsletters and 7+ direct mail campaigns/year.

**Full Charge Bookkeeper, Featherpen Business Services (1996-2000)**

I worked under the supervision of an experienced accountant and was placed at multiple clients in a variety of industries doing a full range of bookkeeping services. Duties included: A/R, A/P, Bank Reconciliation, Payroll (both in-house and via third-party service provider), Collections, Financial Statements, Job profitability analysis, cash flow, budgets; Setup clients in QuickBooks. Setup and maintained Chart of Accounts. Regularly filed Sales Tax, City of SF Business Tax, Worker's Compensation.

**EDUCATION**

San Francisco State University:  
M.A., Philosophy, Minor, Economics  
(coursework completed, thesis pending)  
B.A. Philosophy & Religion  
B.A. Humanities

**LANGUAGES**

French

**CERTIFICATIONS**

QuickBooks ProAdvisor 20+ years  
Certifications in Excel Power Pivot  
and Microsoft Power BI

## Contact

[www.linkedin.com/in/dawnwilkinsking](https://www.linkedin.com/in/dawnwilkinsking) (LinkedIn)  
[proadvisor.intuit.com/app/accountant/search](https://proadvisor.intuit.com/app/accountant/search) (Other)

## Top Skills

Data Modeling  
Spreadsheets  
Microsoft Outlook

## Languages

English (Native or Bilingual)  
French (Professional Working)

## Certifications

QuickBooks Proadvisor  
P3 Foundations Certified  
P3 Accounting Certified

# Dawn King

Experienced Controller/Accounting Manager  
Concord, California, United States

## Summary

Extremely hi-tech, experienced accounting manager, with business management, business development and marketing experience. 30+ years of experience working directly with small to medium-sized business owners.

Quickbooks Expert and reporting specialist  
Advanced Excel user  
Power BI & Powerapp developer

I have a passion for helping business leaders take charge of their data and delivering the KPIs your current system has long denied you!

I'm very excited about the future role of accountants in delivering insightful Business Analytics.

In recent years technology has come to meet the skills set of most experienced accountants and we now can have data superpowers that a few years ago we only dreamed of having.

I enjoy using QuickBooks, Excel, Power BI and PowerApps to automate, integrate & streamline data and deliver meaningful financial reports & dashboards to managers at all levels of enterprise.

---

## Experience

Harris & Rosales, LLP  
Controller  
March 2024 - Present (1 year)

Dawn King Bookkeeping & Consulting  
Business Owner, Accountant and Consultant  
June 2023 - Present (1 year 9 months)  
Walnut Creek, California, United States

## ServiceMaster Restoration Services (Sharjo, Inc.)

Controller

March 2018 - June 2023 (5 years 4 months)

Concord, CA

Controller and Accounting Manager for a local ServiceMaster franchisee that became the largest ServiceMaster in the country during my tenure. Built and supervised an international team of 14+ accountants and auditors. I used Power BI to automate complex calculations and create dashboards that aggregated data from across the organization and delivered meaningful, actionable KPIs to all levels of management.

## Collins, Mason & Company

Accounting Manager

August 2017 - March 2018 (8 months)

Oakland, California

Led the Accounting Services Team providing comprehensive, cutting-edge, outsourced Accounting Services to Small and Medium-Sized clients.

## California Sports and Orthopaedic Institute, Inc.

Business Manager/Accounting Manager

October 2011 - July 2017 (5 years 10 months)

Berkeley

Bookkeeping, Reporting, Financial Analysis and Budget preparation for this 2-location medical practice. Produce and present to partners budgets and profitability reports on 12 profit centers. Calculate profit-based compensation for partners and physicians. Proactively worked with partners to identify areas for cost savings, contract improvements and new opportunities for growth. Contributed to process refinements to automate and offshore workflow wherever possible.

Managed the process of bringing the website, online profile and social media maintenance in-house. Contributed to developing marketing and branding strategy for the practice.

## King & Associates, Inc.

Owner and CEO

August 2010 - October 2013 (3 years 3 months)

Walnut Creek, CA

I started as Dawn King Bookkeeping Services, specializing in using QuickBooks along with other add-on applications to provide Full-Charge and after-the-fact, off-site, cloud-based bookkeeping services. We grew and incorporated as King & Associates. I supervised a staff of 6+ bookkeepers, data entry and marketing personnel. We did extensive marketing to the CPA community including 3 direct mail campaigns per year, 6 speaking engagements with the Cal Society of CPAs and a telemarketing campaign. I sold the company to a competitor in October 2013.

### Save The Pleasant Hill Dome (501(c)3)

Founding Treasurer

April 2013 - May 2013 (2 months)

Pleasant Hill, CA

I helped found a non-profit to organize the efforts of Pleasant Hill-area citizens who were protesting the impending demolition of a Bay Area architectural gem, the Pleasant Hill CinéArts Dome.

In a matter of months we successfully organized, incorporated and raised over \$10,000 to support our legal battle against the demolition of this community landmark. Unfortunately, our efforts were unsuccessful and the Pleasant Hill city council approved the request of the property owners to destroy one of the last remaining Vinceny G. Raney domes in our country.

Our efforts are documented here:

[https://en.wikipedia.org/wiki/Pleasant\\_Hill,\\_California](https://en.wikipedia.org/wiki/Pleasant_Hill,_California)

For more on the Raney domes see:

<http://www.theverge.com/2014/4/21/5635454/silence-of-the-domes-1964-2014>

### Pleasant Hill/Walnut Creek Mothers' Club (501(c)7)

Treasurer

August 2010 - August 2011 (1 year 1 month)

Volunteer treasurer for a non-profit social club 501(c)7 whose mission is to, "Nurture the Nurturer" Manage deposits, disbursements, bank reconciliation, yearly budget. Prepare for yearly tax filings. Regularly present budget and financial reports to the club board.

### Seven Stones Winery

Full Charge Bookkeeper

September 2004 - February 2008 (3 years 6 months)

Accountant for Seven Stones Winery, Ronald C. Wornick and the Wornick Family Foundation. Managed all aspects of bookkeeping and various administrative tasks for this high net-worth individual, his small business and his family foundation. Assisted CPA with necessary documentation for yearly tax filings. Managed outside payroll provider. Completed winery compliance filings with various federal and state agencies. Helped with human resources as needed. Audited and updated inventory of Mr. Wornick's large art collection.

### Friends of San Francisco Independent Living Skills Program (501(c)3)

Founding Treasurer

May 2005 - December 2007 (2 years 8 months)

I served as volunteer treasurer for this non-profit 501(c)3 whose mission it is to, "Support current and former foster youth to meet life's challenges and work towards getting what they need to become self-sufficient, successful young adults."

I processed donations, disbursed scholarship funds, prepared budget and financial reports and regularly presented them to the board.

### Freelance Bookkeeper

Freelance Bookkeeper

1991 - December 2004 (13 years)

San Francisco, Napa and Walnut Creek, CA

A/R, A/P, Bank Reconciliation, Financial Statements.

Job profitability analysis, Inventory management, Sales and Commission reports.

Inventory tracking. Cost of Sales analysis.

Cash flow planning, Collections, Budgets for business and non-profits.

Have worked with manual accounting systems and Quickbooks.

Processed payroll internally, filing all related tax filings, or managed payroll service provider.

Have filed Sales Tax, City of SF Business Tax, Worker's Compensation.

Trained/managed bookkeeping & admin personnel.

Regularly work with CPAs to ensure transactions are tracked to your best tax advantage.

Extensive Quickbooks and Excel experience: have setup countless clients on Quickbooks.

Have also done extensive cleanup of Quickbooks data.

Have documented and cleaned up books after bookkeeper fraud.

Personal bookkeeping, bill payment, financial statements for individuals.

Over the years I have worked for clients in the following industries:

- Advertising
- Architect
- Art gallery
- Construction
- E-commerce
- Furniture wholesale
- Graphic Design
- Hair salon
- High tech
- Import/Export
- Non-profit Foundation
- Non-profit 501(c)3
- Non-profit 501(c)7
- Photographer
- Real estate investors
- Rental property management
- Small magazine publishing
- Winery

FrancePress, Inc.

5 years

Associate Publisher

2002 - 2004 (2 years)

San Francisco

Promoted from Accountant to Associate Publisher, I was the business manager of FrancePress, publishers of Journal Francais, the largest French-language newspaper in the United States and France Today, a publication in English on contemporary France.

Managed a staff of 11 people: two editorial staffs, Circulation, Marketing, Advertising Sales and Accounting Departments

- Direct Marketing: planned and executed 7+ direct mail campaigns per year aimed at subscriber acquisition and retention
- Advertising & Promotion: designed range of print and web ads, sales tools (media kits, sales sheets)



- Circulation Management: oversaw the operations of the fulfillment house, managed and developed other distribution and sales channels
- Partnerships & Event Planning: negotiate partnerships and cross-promotional agreements with key French-American organizations and event planners nationwide
- Online Marketing: implemented programs to increase web traffic and online sales such as e-newsletter campaigns
- Sales Team Management: trained and supervised new sales account executives, defined advertising offering, identified and allocated accounts, responsible for ad sales reporting and forecasting.

#### Part-Time Bookkeeper

September 1999 - 2002 (3 years)

San Francisco

Accounting data entry, reconciliation and file maintenance for the publisher of the Journal Francais, the largest French-language newspaper in the United States and France Today, a publication in English on contemporary France.

#### Featherpen Business Services

Full Charge Bookkeeper

March 1996 - 2000 (4 years)

I worked under the supervision of an experienced accountant and was placed at multiple clients in a variety of industries doing a full range of bookkeeping services.

Duties included:

A/R, A/P, Bank Reconciliation, Payroll (both in-house and via third-party service provider), Collection calls, Financial Statements, Job profitability analysis, cash flow, budgets; Setup clients in Quickbooks. Setup and maintained Chart of Accounts. Regularly filed Sales Tax, City of SF Business Tax, Worker's Compensation. Regularly work with CPAs throughout the year and on year-end close.

Work included clients in advertising, design, photography, small magazine publishing, art gallery.

Quickbooks was used exclusively. Both Mac and PC environments.

---

## Education

San Francisco State University

M.A., Philosophy · (2000 - 2002)

San Francisco State University

Bachelor's degrees, Humanities, Philosophy & Religion · (1997 - 2000)

Indiana University Bloomington

Bachelor's degree (incomplete), Classical Flute Performance · (May  
1988 - January 1991)

Logansport High School



## BOARD MEMBER PUBLIC ROSTER

A3d

BUSINESS SEAT	NAME	ORGANIZATION	INDUSTRY	District # (Employment)
BUSINESS 1	Michael McGill	MMS Design Associates	Construction	District #2
BUSINESS 2	Jerry L. Aranas	Lam Research	Computer & Technology	District # -
BUSINESS 3	Devonn Powers	Humanity Way, Inc.	Social Service	District #4
BUSINESS 4	Terry Curley	United Business Bank	Banking	District #4
BUSINESS 5	Douglas Lezameta	Fusion Latina Network	Advertising & Marketing	District #4
BUSINESS 6	PENDING VACANCY CONFIRMATION - BOS			
BUSINESS 7	Nichol Carranza	Marathon Petroleum Corporation	Advanced Manufacturing	District #5
BUSINESS 8	VACANT			
BUSINESS 9	VACANT			
BUSINESS 10	Natasha Paddock	C.O.P.E. Family Support Center Inc.	Social Service	District #5
BUSINESS 11	Brandon Matson	Martinez Refining Company	Advanced Manufacturing	District #5
BUSINESS 12	VACANT			
BUSINESS 13	VACANT			
WORKFORCE/LABOR	NAME	ORGANIZATION	INDUSTRY	District # (Employment)
LABOR SEAT # 1	Thomas Hansen	IBEW Local 302	Advanced Manufacturing	District #5
LABOR SEAT # 2	Joshua Anijar	Central Labor Council Contra Costa County	Skilled Trades	District #5
LABOR SEAT # 3	Timothy Jefferies	Boilermakers Local 549	Advanced Manufacturing	District #5
LABOR SEAT # 4	Steve Older	Machinists Union Local 1173	Advanced Manufacturing	District #4
LABOR SEAT # 5	PENDING VACANCY CONFIRMATION - BOS			
EDUCATION & TRAINING	NAME	ORGANIZATION	INDUSTRY	District # (Employment)
EDUCATION & TRAINING #1 (ADULT EDUCATION)	Steven France	Del Valle Education Center	Education	District #4
EDUCATION & TRAINING #2 (HIGHER EDUCATION)	Kelly Schelin	Contra Costa Community College District	Education	District #1
EDUCATION & TRAINING #3 (ECO./COMMUNITY DEV.)	Lestay Choy	San Pablo Economic Development	Advertising & Marketing	District #1
EDUCATION & TRAINING # 4 (WAGNER PEYSER)	Richard Johnson	California Employment Development Department	Government	District #4
EDUCATION & TRAINING # 5 (VOCATIONAL REHAB.)	VACANT			
FLEX SEAT	NAME	ORGANIZATION	INDUSTRY	District # (Employment)
FLEX SEAT #1	Gregory Brooks	West Contra Costa Unified School District	Education	District #1
FLEX SEAT # 2	Alison McKee	Contra Costa County Library	Government	District #5