

# WORKFORCE INVESTMENT ACT LOCAL STRATEGIC WORKFORCE PLAN PROGRAM YEARS 2013–17

## Local Workforce Investment Area:

Name: City of Richmond, Employment and Training Department

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## 1. Vision

### a. Vision to Bring Together Key Stakeholders in Workforce Development

The vision of the Richmond Workforce Investment Board (RWIB) is one of sustainable economic prosperity in the City of Richmond that supports the health of businesses and enhances the lives of citizens in the community. The RWIB will serve the needs of employers and workers in Richmond and the surrounding region by working with key partners from city government, business, industry, education, economic development, organized labor, and community organizations to develop innovative ways to identify and address those needs. The RWIB will ensure a continuum of education and training opportunities that support a skilled workforce, provide youth with the opportunity to achieve career goals through education and workforce training, and support the success of local business through a range of direct services.

An important element of the RWIB vision is the **use of data** provided by local economists, the Employment Development Department (EDD), Adult Schools, Community Colleges, CSU's, and EASTBAY *Works* One-Stop Career Centers **to identify growth sectors in the economy, along with workforce composition, employment opportunities, and education and training trends**. This data provides an essential foundation for the strategies identified in this plan, and will be regularly reviewed to ensure that our strategies remain responsive to the economic and workforce conditions in the region.

In addition to data analysis, we **engage key leaders among employers, local and state officials, education, labor, and economic development organization stakeholders (at the local and state level) to discuss present and future needs**. We determine current and projected gaps between employer demand and the availability of skilled local workers to meet that demand. Where gaps are identified, we work with our partners to develop services designed to meet them.

Another essential component of the RWIB vision is its **close working relationship with the City of Richmond, which enables it to significantly magnify its impact on the local economy and workforce**. The RWIB will continue to build on its dynamic and mutually beneficial relationship with elected officials and departments in the City of Richmond to align strategies and resources. Examples of our partnership with the City include participation in developing local hiring ordinances that benefit local workers, participation in setting the terms of contracts between local businesses and the City, and obtaining a broad range of local economic information (for example, sales tax receipts) that enable the RWIB to respond effectively to economic trends in the City and the region.

Another important facet of the RWIB vision is the **leveraging of multiple resources to create pre-apprenticeship training opportunities that address the particular needs of the local workforce**. Facing a history of high levels of poverty, unemployment, and educational failure in the City of Richmond, the RWIB developed the nationally recognized RichmondBUILD program, which has achieved an extremely high success rate in placing graduates in well-paid employment in the construction industry. Many of these graduates enter the program with multiple barriers to employment, including a significant number who have been involved with the criminal justice system.

Building strong partnerships with employers, educational systems, unions, and community organizations results in better leveraging of existing resources, attraction of new resources, and identification of potential private/public funding opportunities. The RWIB fully understands the importance of collaboration and has a long, mutually beneficial history of cooperation with K-12 educational institutions, Contra Costa Community College, local

businesses and community-based organizations. We will continue to serve an essential role in **bringing together partners to build an effective workforce system capable of advancing economic growth and creating shared prosperity for Richmond residents.**

**b. Actions in Support of State Priorities**

**i. Preparing Skilled Workers for Employment in Competitive and Emergent Regional Industry Sectors and to Fill Skill Gaps Created by Retirement**

Even in times of widespread unemployment such as the recent economic recession, employers may have difficulty finding qualified workers for jobs that require technical education and expertise. Most current jobs require higher technical skills for workers than they did ten or twenty years ago. Research shows that “middle-skill” jobs, which require less than a four-year degree but more than a high school diploma, are the biggest share of California jobs and made up 47 percent of all jobs in the United States in 2009, according to the National Skills Coalition. And yet only 38 percent of the national workforce has the skills needed for these occupations.<sup>1</sup>

A February 2013 online survey of businesses in Contra Costa County (the county in which Richmond is located) by the Contra Costa Workforce Development Board identified five industry sectors most likely to contribute to economic growth and require workforce education and training in the next few years:

1. Health Care and Social Assistance;
2. Information (Includes Communications Technology);
3. Professional, Scientific, and Technical Services (includes Bioscience);
4. Construction (including Green Technology); and
5. Manufacturing.<sup>2</sup>

In its own research, the RWIB has identified five emergent, high-demand sectors specific to Richmond that significantly overlap with the Contra Costa findings:

1. Health Care/Medical;
2. Information Technology;
3. Construction, including Green Technology;
4. Process, Instrumentation and Control Technologies;<sup>3</sup> and
5. Transportation and Logistics.

As these sectors expand their role in the economy, many existing businesses are grappling with the prospect of a significant loss of their workforce through retirement in the coming decades. It has been estimated by Chevron, a large Richmond employer, that 50 percent of its current employees will retire in the next 10 years. Replacing these employees, part of the best-educated generation in American history, will prove to be a significant challenge due to Richmond’s inadequate supply of local workers across the workforce spectrum. This includes

<sup>1</sup> “Building Our Assets: Economic Development and Job Creation in the East Bay,” East Bay Economic Development Alliance, October 2011, p. 50.

<sup>2</sup> Survey Results Strategic Plan for Economic and Workforce Development in Contra Costa County, CA. 2013. Responses received from 348 participants.

<sup>3</sup> Important in refinery, utility and laboratory operations and expected to grow as a result of the construction of the Lawrence Berkeley National Laboratory Bay Campus in the city of Richmond.

entry-level workers prepared to work, middle-skill workers with some postsecondary education, college graduates, and graduates in the STEM (science, technology, engineering, and math) occupations.

The RWIB is a partner in an array of programs designed to prepare youth and adults for employment in the emergent sectors described above and to replace current workers. These include the following:

- The previously mentioned RichmondBUILD program;
- The Environmental Workforce Development Job Training program, providing local residents with training in environmental remediation;
- The college and career academies programs operated by West Contra Costa Unified School District, which include themes such as Health, Information Technology, Law, Media, Engineering, Hospitality, ACET (Architecture, Construction, Engineering and Technology), Biotechnology, GEET (Green Engineering and Energy Technology Pathway), Environmental Studies, and Creative and Performing Arts;
- The Stride Center, which offers highly successful training in information technology;
- The FLOW (Forklift, Logistics, Operations, and Warehousing) program at Contra Costa College, designed to prepare workers for rapidly growing opportunities in transportation and logistics in the region; and
- The PTECH (Process Technology) program at Los Medanos College, focused on the preparation of workers to be process technicians at petrochemical plants, a prominent industry in the East Bay region.

## ii. Supporting Regional Workforce and Economic Development Networks

The collaboration between the RWIB and the City of Richmond offers a model of integrated and progressive workforce development programs. An important element of Richmond's workforce development program is its administration of Workforce Investment Act funds. However, services funded through WIA Title I funds are not sufficient to offer the broad range of services needed in the City of Richmond by job seekers and employers. The RWIB has been tremendously successful in leveraging additional funding from partner agencies and from federal, state, local, and private sources to expand the scale and variety of its workforce training offerings. Continued expansion of private/public partnerships to grow the WIB's funding base will remain important and is a primary focus of our planning.

The RWIB has worked closely with other local workforce boards in the region, in particular the Workforce Development Board of Contra Costa County (WDB). The RWIB and the WDB have collaborated on a number of successful grant applications, including a recent Summer Youth Employment grant. The two local boards also worked together on the public input component of the current strategic planning process, sharing the results of a February 2013 online survey of regional economic and workforce stakeholders and holding a joint public forum regarding the development of the plan on April 23, 2013,.

RWIB is a founding member of EASTBAY *Works* (see <http://www.eastbayworks.org>), a regional network of local workforce boards and other organizations in Alameda and Contra Costa counties. EASTBAY *Works* is a unique joint venture of public entities, non-profit agencies, and private organizations helping businesses and job seekers meet their employment needs. EASTBAY *Works* is responsible for:

- Regional coordination of One-Stop Career Centers' services;
- Regional coordination of Business Services provided by designated One-Stop staff;
- Regional coordination of Rapid Response activities; and
- Compiling and sharing real time labor market information.

In another regional networking effort, the RWIB is working with Alameda County and cities in the East Bay to develop a regional procurement strategy for Power Purchase Agreements for renewable energy sources that would include support of local hiring policies. The RWIB is also working with the Small Business Administration, Richmond Chamber of Commerce, Chevron, and Lawrence Berkeley National Lab on increasing local procurement, contracting opportunities, and local hiring.

**c. Identifying High-Growth, High-Demand Regional Industry Sectors and Occupational Clusters**

**i. Industries Poised to Add a Substantial Number of New Jobs to the Regional Economy**

Richmond is a regional manufacturing center that includes a strong petrochemical industry sector. In addition, Richmond supports substantial biomedical, renewable energy, and logistics industries that are expected to add a significant number of new jobs to the regional economy. The recent decision by the Lawrence Berkeley National Laboratory (LBNL) to locate a second campus in Richmond will attract these and other innovative industries. The economic activity generated by LBNL and additional emerging community institutions offers tremendous potential for strengthening employment opportunities in the City and the region. The area where the new Lab will be located is currently lacking the amenities that would serve such a large institution, presenting a wealth of entrepreneurial opportunities.

A critical challenge facing Richmond and the San Francisco East Bay region, and one with significant national relevance, is how to prepare the local workforce and small business owners with the knowledge and skills they need to take advantage of opportunities similar to those provided by the arrival of the new LBNL campus. The campus offers local workers and local businesses opportunities to unlock the economic growth provided by the arrival of a new anchor institution in a community that has lagged behind its neighbors. The RWIB will lead and participate in this growth.

Additionally, the planned construction of the Chevron Renewal Project at the company's Richmond refinery will involve large-scale construction and the creation of many new Professional, Scientific, and Technical Services (PSTS) sector employment opportunities within the petrochemical field. This project is intended to expand the capacity of the refinery and incorporate new research functions related to alternative energy.

Richmond elected officials and leaders have also placed a priority on bringing green businesses to the City and to developing policies that support this agenda. The City's updated General Plan, adopted in 2012, includes policies and programs that reflect its commitment to economic development based on bioscience and green technology research and development. The City of Richmond General Plan includes a green business strategic plan and incentives for green business that involve the city's workforce development system and include tax credits and on-the-job training opportunities. The Energy and Climate Change Element of the plan includes

strategies to transition city vehicles and public transportation to climate-friendly fuels and to develop regional partnerships to retrofit and replace polluting cars, trucks, rails, ships, and equipment.<sup>4</sup>

**ii. Industries That Have a Significant Impact and/or Multiplier Effect on the Regional Economy**

Richmond has historically been viewed primarily as a distribution center and a city of heavy industry, largely because of the physical presence of a major oil refinery (Chevron USA Richmond Refinery) and the bulk liquid terminals in the Port of Richmond. In recent years, Richmond's economy has experienced new growth in light industry and high technology companies and new business parks that accommodate both light industrial and office type commercial buildings. Growth in these sectors, and in green industry, is adding diversity to Richmond's industrial base. At the same time, the traditional heavy industries are continuing to upgrade their Richmond facilities, making major investments in modernization and expansion.

Complementing this industrial base, small business firms of 20 or fewer employees comprise approximately 95% of all Richmond businesses. Very small businesses consisting of 0 to 5 employees comprise approximately 82% of all local businesses.<sup>5</sup> Given their local importance, supporting the establishment and growth of small business remains a City priority. Richmond played a major role in building capacity to serve this group by establishing the West Contra Costa Business Development Center (BDC) in 1995. The RWIB has also been an active supporter of the Escalante Center, a program of the Richmond Chamber of Commerce that provides support and technical assistance to small local businesses in the City of Richmond, including small home-based businesses established by immigrant individuals who may speak a primary language other than English.

As noted above, the presence of new institutions like the LBNL is expected to have a strong multiplier effect as businesses emerge to support their operations and to take advantage of spin-off opportunities that result from research carried out by the LBNL. These are likely to be in fields related to the work of the Lab such as bioscience and alternative energy, but will also include all of the businesses required to serve the needs of lab employees, including retail, restaurants, and other kinds of services.

**iii. Industries Being Transformed by Technology and Innovation that Require New Skill Sets for Workers**

Virtually all the emerging industries in Richmond will need workers with new skill sets, with jobs requiring science, technology, engineering, and math (STEM) skills being the fastest growing. As many as 75% of these new STEM jobs will require postsecondary education, and 50% will require bachelor's degrees.<sup>6</sup> Data indicates that these jobs will be hard to fill, in part because California has fallen behind in the number of science and engineering degrees conferred by its colleges and universities. Increasingly, work in the medical field also requires advanced technical training to use the technology that is present in every area of health care. Even entry-level jobs such as retail and warehouse work now require basic computer skills.

<sup>4</sup> The Economic Development and Energy and Climate Change elements of the General Plan are available at <http://www.ci.richmond.ca.us/index.aspx?nid=2608>.

<sup>5</sup> "Contra Costa County: A Blueprint for Growth." Milken Institute. 2012.

<sup>6</sup> "Building on our Assets: Economic Development and Job Creation in the East Bay," report commissioned for the East Bay Economic Development Alliance, October 2011.

**iv. Industries that are New and Emerging and Expected to Grow**

High tech light industrial firms, alternative energy, research and development companies, and biotechnology are emerging industrial sectors in Richmond that are expected to grow. Medical instrument companies and computer software are also growing sectors in Richmond's economy. For several years, Richmond city government has targeted new industries with high growth potential that would diversify and support its local heavy industrial base. The City has been particularly successful in attracting businesses in the bioscience and alternative energy/energy conservation sector. Examples include high-profile green businesses such as SunPower, Alion, Ally Electric, Advanced Home Energy, and Sonnen Systems.

**v. Industries that are experiencing or projecting significant job openings or skills gaps due to retirements or labor market volatility/churn.**

It is estimated that 7 of 10 job openings in **all** sectors in the East Bay over the next 10 years will be due to replacement of older workers from the baby boom generation.<sup>7</sup> This dynamic seems to be true across the region. This generation had the highest educational attainment in history, and were often able to spend their entire career in a single industry or job role. In our current economy, which is changing at a much more rapid pace, regional education and training systems face a tremendous challenge in helping the new workforce to attain a high level of educational achievement with flexible knowledge and skills that enable workers to adapt to new conditions.

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<sup>7</sup> "Building Our Assets."

## 2. Economic and Workforce Information Analysis

### a. Description of Data Gathered and the Method of Analysis and Review

Development of the RWIB Strategic Plan has benefitted from an analysis of a broad range of data sources, including in-depth reports created by regional and national organizations, online stakeholder surveys, public forums convened for this purpose, and discussions with subject matter experts. Appendices B and C provide data from the survey responses and public forums that provided important information and suggestions guiding the development of this plan.

In addition to the data that was collected via new research to inform this plan, RWIB staff engages in an ongoing process of collection and analysis of data from multiple sources. The Business Services Unit continually monitors the needs of employers and compares it to available data. The Business Unit reports its findings to the Board quarterly. The Board reviews and comments on data, and develops strategic responses for the RWIB that address opportunities and challenges identified by the data.

### b. Assessment of the Current Local Area Economic Situation and Projected Trends

Like other regions across the country, Contra Costa County has been significantly impacted by the recent recession. The result has been the loss of one in ten jobs in the region since 2007.<sup>8</sup> At the height of the economic downturn, unemployment in Richmond reached a staggering 19 percent. While Richmond's unemployment rate has declined recently, it still remains more than 35 percent above the statewide average, with a rate of 13.3 percent, compared to a California rate of 9.8 percent.<sup>9</sup>

A recent study by the East Bay Economic Development Alliance identified a number of key regional assets that provide a solid base for economic growth. These include:

- A highly diversified labor force that includes highly educated professionals and technically skilled workers;
- World-class research and development institutions;
- Growing innovation industries, in areas such as engineering, scientific research and development, biotechnology, pharmaceuticals, biofuels, and other clean energy efforts;
- A central location in the Bay Area and Northern California and a well-developed physical infrastructure connecting the area to regional and global markets; and
- A wide range of communities with diverse housing and recreational opportunities for workers.<sup>10</sup>

Richmond is near one of the largest pools of educated talent in the country. If Richmond capitalizes on its location, accessible transportation, and housing costs to attract regional talent to live and work in the city, it could stimulate substantial economic growth.

The East Bay Economic Development Alliance study identified a number of key positive forces in the regional Contra Costa County economy that could drive its success:<sup>11</sup>

<sup>8</sup> Ibid.

<sup>9</sup> California Employment Development Department, Labor Market Information Division, <http://edd.lmid.ca>, accessed in March 2013.

<sup>10</sup> Op. Cit. "Building Our Assets."

<sup>11</sup> Ibid., page 5.

- Industries in the **professional, scientific and technical services (PSTS)** area have been an area of particular strength in the East Bay region, and are continuing to grow;
- **Advanced manufacturing**, while experiencing a decline in employment in the region, continues to be an important source of highly paid employment;
- The success of advanced manufacturing is tied to strength in innovative PSTS industries;
- Innovation industries, particularly **clean energy and biotechnology**, attract significant venture capital investments to the region; and
- **Construction** plays an important role in the regional economy and has resumed growth as the economy recovers.

A Milken Institute study completed in October 2012, offered some striking conclusions regarding economic and employment trends within the county.<sup>12</sup> Perhaps most notable was that **the county has fallen behind other communities in the Bay Area in creating high-quality jobs**. The county was one of the best performing in the state in the 1990's, however, by 2009, workers in the county were paid, on average, much less than their counterparts in other Bay Area counties. Since 2003, the number of lower-paying jobs has grown much more rapidly than the number of higher-paying jobs in Contra Costa County.<sup>13</sup> This data is borne out by the conclusion from the most recent East Bay workforce study that low-wage jobs represent a disproportionate percentage of available employment in Richmond and Contra Costa County.<sup>14</sup>

A second key trend has been a **contraction of the traditional manufacturing sector** in the county over the last several decades, from 12 percent of private sector jobs in 1990 to 6.9 percent in 2010 (see Figure 1). This change has meant the loss of 10,000 jobs during that same period (see Figure 1).<sup>15</sup> The difficulty of displaced manufacturing workers developing the skills to find new work has resulted in rising unemployment in the county—while the jobless rate in the 1990's was typically below the Bay Area average, the county's unemployment rate now typically exceeds the average for counties in the Bay Area.<sup>16</sup>

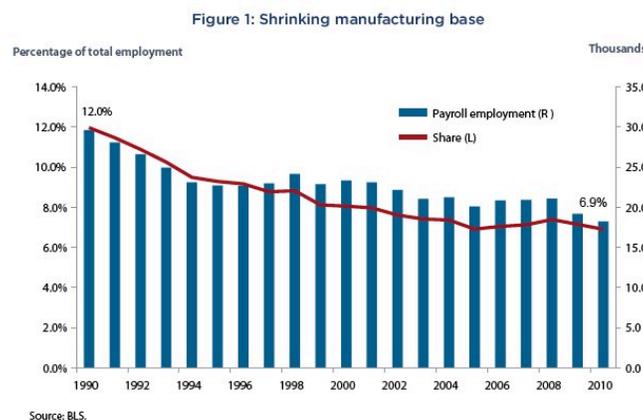


Figure 1.: Change in Number and Percentage of Manufacturing Employment in Contra Costa County

<sup>12</sup> “Contra Costa County: A Blueprint for Growth”, Milken Institute, October 2012.

<sup>13</sup> Ibid., page 7.

<sup>14</sup> Op. Cit., “East Bay Assets-Special Workforce Report.”

<sup>15</sup> Ibid., page 8.

<sup>16</sup> “East Bay Assets-Special Workforce Report”

### **Special Circumstances in Richmond**

Richmond, California with a population 103,701, is located in the northeast portion of the San Francisco Bay Area. The community includes 34 square miles of land area and 35 miles of shoreline on the San Francisco Bay. The population of the city grew very rapidly during the years of World War II, as it became a central location for shipbuilding in support of the war effort. Heavy industry and petrochemical production became important employers. For a number of decades following the war, Richmond experienced large-scale deindustrialization, leading to persistently high unemployment and accompanying high levels of poverty, violence, and school failure.

In recent years, the City of Richmond has begun to experience a revitalization and diversification of its economic base. Large amounts of land available for development at a reasonable cost have encouraged the arrival of new businesses. The focus of City leadership on green business and workforce development has begun to show results, as more green businesses locate in the City and hire local workers.

The Port of Richmond also presents untapped opportunities for further development, with a number of refineries, solar-panel factories, and the planned LBNL campus nearby. Improving infrastructure, providing financial incentives, and carving out special districts in this port-centered area could attract strategic suppliers, entrepreneurs, and technical consulting companies that would cater to the petrochemical, environmental/green technologies, and professional services industries.

### **c. Assessment of Workforce Skills/Knowledge Needed for Employment in Priority Sectors**

In many ways, the workforce needs of businesses in the City of Richmond mirror those needs expressed by Bay Area businesses. Employers are seeking a trained workforce with good basic skills and a strong work ethic. Businesses require, at a minimum, basic skills in reading, writing, math, a grasp of the English language, and critical thinking skills. In addition to these basic skills, employers increasingly require employees to be computer literate, even in industries in which computer skills were not previously needed.

Informal and formal surveys of local employers indicate that employee possession of life skills, a good work ethic, and a positive attitude are as important as the possession of technical and job specific skills and, in many ways, more important. An increasing number of jobs, especially within major growth sectors, require job seekers to possess problem-solving skills, basic communication skills including active listening, observation skills, and the ability to work as part of a team.<sup>17</sup>

Middle skill jobs that require less than a four-year degree, but more than a high school diploma, account for as many as 45% of all jobs nationally. It is estimated that only 38% of our nation's workforce possess the relevant mid-level skills.<sup>18</sup>

Jobs requiring science, technology, engineering and math skills (STEM) will require postsecondary education and half of them will require bachelor's degrees. These jobs will be hard to fill.

Responses to the online survey of Contra Costa business leaders previously referenced indicated that the four most important skills/knowledge areas needed by workers for success are:

<sup>17</sup> See summary of responses to online stakeholder survey included as Appendix B.

<sup>18</sup> "Building our Assets."

1. Social Skills (Coordination, Instruction, Negotiation, Persuasion, Service Orientation, Social Perspective);
2. Workplace Behavior and Values;
3. Technical Skills and Knowledge; and
4. Complex Problem-Solving Skills.<sup>19</sup>

**d. Characteristics/Employment-Related Needs of Local Area Population and Diverse Sub-Populations**

The demographic makeup of the City of Richmond is extremely diverse. As of the most recent U.S. Census, the demographic makeup of Richmond residents included 31.4% White, 26.6% African American, 0.6% Native American, 13.5% Asian (4.0% Chinese, 3.5% Filipino, 1.6% Laotian, 1.2% Indian, 0.7% Vietnamese, 0.6% Japanese, 0.4% Korean, 0.2% Pakistani, 0.1% Thai), 0.5% Pacific Islander, 21.8% from other races, and 5.6% from two or more races. Hispanic or Latino residents of any race make up 39.5% of Richmond’s population.<sup>20</sup>

Richmond has a high percentage of unemployed persons and those living in poverty. Data from the U.S. Census Bureau shows an estimated unemployment rate of 39.7% for youth between the ages of 16 and 24. This is more than 70% higher than the U.S. rate of 23.2% for the same period.<sup>21</sup> As indicated earlier, the overall unemployment rate as of December 2012 was 13.3% compared to a state unemployment rate of 9.8% for December 2012.<sup>22</sup>

Table 1 compares Richmond with the State of California and the nation as a whole on a range of demographic indicators.<sup>23</sup>

<b>Table 1: City of Richmond Demographic Comparison</b>				
	<b>City of Richmond</b>	<b>Contra Costa County</b>	<b>State of California</b>	<b>United States</b>
<b>Population</b>	103,701	1,049,025	37,253,956	308,745,538
<b>Unemployment<sup>24</sup></b>	13.3%	8.2%	9.8%	7.9%
<b>Poverty Rate</b>	19.2%	9.9%	14.4%	13.5%
<b>Percent Minority</b>	82.9%	52.7%	60.3%	36.6%
<b>Per Capita Income</b>	\$25,358	\$38,141	\$29,634	\$26,350

The City of Richmond is heavily impacted by poverty—the rate of 19.2% for the city as a whole is more than 40% higher than the national average; several neighborhoods in Richmond have even higher rates – the poverty rate in central Richmond is above 25%.<sup>25</sup> The city includes a large proportion of African American residents, and the proportion of Hispanic residents has grown substantially during the past decade. As Table 1 indicates, the percentage of the minority population of the city is much higher than the county, state, or the nation as a whole.

<sup>19</sup> Online stakeholder survey summary, Appendix B.

<sup>20</sup> U.S. Census 2010 American Community Survey, <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>, accessed on 1/20/2013.

<sup>21</sup> Ibid.

<sup>22</sup> Data from the Bureau of Labor Statistics, [www.bls.gov](http://www.bls.gov), accessed on March 15, 2013.

<sup>23</sup> All population and demographic data from the 2010 U.S. Census, accessed at [www.quickfacts.census.gov](http://www.quickfacts.census.gov) on March 13, 2013, unless otherwise indicated.

<sup>24</sup> Data from the Bureau of Labor Statistics, [www.bls.gov](http://www.bls.gov), accessed on March 15, 2013.

<sup>25</sup> Data includes the following Census tracts in Central Richmond: 3730, 3760, 3770, and 3790.

Challenges facing the schools in the City of Richmond are an important factor in the mismatch between worker education and skills and the needs of employers. The district pass rate on the California High School Exit Exam for the West Contra Costa Unified School District (WCCUSD) is 68%, in contrast to a California rate of 81%. The dropout rate for the district is 18.6%, reaching a stunning 34.6% at John F. Kennedy High School, one of the two high schools that serve students in Richmond.<sup>26</sup> In addition, graduation rates for African American and Latino students fall below those for Asian and Non-Hispanic White students. Richmond is home to growing demographic groups that have historically low levels of college attendance and graduation, including new immigrants. In the 2012-2013 school year, 63% of students at Kennedy High School were Latino as were 80% of students at Richmond High School. In the WCCUSD overall, 68% of students are eligible for free or reduced price meals as compared with 48% ten years ago.<sup>27</sup>

**e. Skill and Education Gaps in Priority Sectors**

Key barriers to employment in Richmond due to lack of skills and education include:

- Students who fail to complete high school, or do so without a course of study tied to a particular career focus, thereby reducing their earning power and limiting career path opportunities after high school;
- A workforce lacking relevant sector-specific skills, and therefore unable to benefit from the creation of jobs in new industry sectors of the regional economy, particularly those requiring STEM (science, technology, engineering, and math) skills;
- High dropout rates among community college students who lack the supports and career pathways needed to obtain the certificates or degrees that are increasingly important in our changing economy;<sup>28</sup> and
- A lack of capacity among many small business owners to take advantage of contracting and procurement opportunities generated by large government and private entities.<sup>29</sup>

The high unemployment rate in the City of Richmond is a direct consequence of the lack of educational attainment in the city, combined with a host of other problems, including entrenched poverty, gang violence, substance abuse, family breakdown, and a gap between the kinds of jobs being generated by new businesses and the existing skills of city residents. These conditions interfere with the completion of high school, as well as the likelihood of obtaining post-secondary education. As already noted, the increasing education and skill requirements for jobs in the new economy contribute to a growing gap between available employment and the

<sup>26</sup> California Department of Education, Cohort Outcome Data for the Class of 2011-12, Report Accessed 4/11/2013.

<sup>27</sup> West Contra Costa Kennedy Town Hall. Presentation by Superintendent Bruce Harter. May 11, 2013.

<sup>28</sup> A 2010 study that followed more than 250,000 degree-seeking California community college students during a period of six years found that just 30 percent had transferred to a four-year college or earned the vocational certificate or degree that they planned to attain. (Colleen Moore and Nancy Shulock, "Divided We Fail: Improving Completion and Closing Racial Gaps in California Community Colleges," Institute for Higher Education Leadership and Policy, October 2010).

<sup>29</sup> A recent study of LBNL procurement and contracting activity showed limited and declining spending in the East Bay, from a high of 19% of total spending in 2008 to just 10%, in 2010. From 2006 to 2011, local contractors in the City of Richmond captured less than \$20,000 of the lab's spending, out of total expenditures of nearly \$300 million during that period. (Leveraging LBNL's Second Campus for Regional Economic Development. University of California, Berkeley, Department of City and Regional Planning, December 14, 2011.)

qualifications of the existing workforce. Key strategies in the Richmond WIB Plan will focus on ways to provide the local population with programs that address this mismatch and target the root conditions impacting the workforce.

**f. Evaluation of Underemployment and Jobs That Can Provide Economic Security**

Because of the difficulty of developing an objective set of criteria that could be readily used in a monthly household survey, no official government statistics are available on the total number of persons who might be viewed as underemployed. However, the Richmond WIB's long-term experience and interaction with the workforce has led to the identification of many types of underemployment that are common in Richmond. These include:

- Employees who are willing and able to work but cannot get full-time work (often because of lack of skills and education);
- Workers in full-time jobs whose skills are not being comprehensively used; and
- Those who are working full-time but are living below the poverty level. This category is also known as the "working poor." This definition of underemployment would include everyone who makes less than \$10.50 an hour.<sup>30</sup> Given the high cost of living in the Bay Area, this figure is almost surely too low.

While the recent recession has made the largest contribution to the current level of underemployment, technological change and a gap between worker skills and employer needs are important ongoing forces that influence this issue.

**g. Challenges to Attaining Needed Education, Skills and Training for Local Population**

Public education in California has experienced dramatic cuts at every level, and while the recently passed Proposition 30 will improve the status of educational funding, the state is still feeling the impact of previous cuts. The University of California, California State University, and community college systems have reduced enrollment and raised tuition, reducing the number of students who can access them. Local public school districts have faced reduced state funding and reduced property tax revenue, both of which limit their effectiveness in providing needed educational support.

The West Contra Costa Unified School District (WCCUSD), which serves students from the city of Richmond and other communities in west Contra Costa County, has lost \$43.6 million in state funding since 2007. One result of this loss of funding is that class size has grown to 35 students per class in 2012-2013 as compared to an average of 25 students per class in the 2006-2007 school year. Fewer teachers result in larger classes and less attention to the needs of individual students.<sup>31</sup>

Adult Education programs at the local high schools in Richmond have also had to reduce their offerings as funding from the state has declined. The loss of this key resource has made it even more difficult for low-income adults to obtain the education they need to compete for well-paid employment.

In spite of these overwhelming challenges, the WCCUSD has managed to continue to

<sup>30</sup> "The Ranks of the Underemployed Continue to Grow," U.S. News and World Report, April 19, 2011.

<sup>31</sup> Presentation by WCCUSD Superintendent Bruce Harter to teachers and residents on April 20, 2013.

improve student outcomes. These include an increase in API scores overall from 590 in 2002 to 712 in 2012; a decrease in student expulsions by 35% since 2007; and maintenance of attendance rates in the district above 90%.<sup>32</sup>

**h. Ability of Workforce Programs to Meet Skill Needs of Priority Sector Employers**

Richmond’s priority sectors are Medical/Health, Information Technology, Construction (including Green Technology), Process, Instrumentation, and Control Technology and Transportation and Logistics. Table 2 below identifies the skill gaps in these priority sectors and the workforce programs in place to address them.

<b>Table 2: RWIB Partnerships to Address Skill Gaps for Priority Sector Employers</b>		
<b>Industry Sector</b>	<b>Identified Skill Gaps</b>	<b>Current Programs in Which the RWIB is a Partner</b>
Medical/Health	Professional medical skills	Kaiser School of Allied Health Contra Costa Community College
Information Technology	Computer skills	Stride Center Contra Costa Community College WCC Adult Education Escalante Center
Construction (including Green Technology)	Skilled trades Environmental remediation	RichmondBUILD YouthBUILD Environmental Workforce Development Job Training Carpenters Joint Action Training Committee Laborers Training and Retraining Trust Fund
Process, Instrumentation, and Control Technology	Process, Instrumentation, Controls	Chevron ROP/IMM Los Medanos ETEC/PTEC
Transportation and Logistics	Fork Lift Operation Warehouse Logistics Trucking	Contra Costa Community College FLOW ITAs

<sup>32</sup> Ibid.

### **3. Business Service Plan (BSP)**

#### **a. Sub-Committee of Local Board Responsible for BSP Recommendations Regarding Increased Employer Involvement in Board Activities**

The RWIB is in the process of amending its bylaws to create a Business Services Subcommittee. Initial meetings have been held to determine membership and role of the committee. Key members of the Board and Executive Committee from the business community will be responsible for identifying committee members, developing the committee structure, and determining the kinds of services that will be most valuable to local businesses.

#### **b. Services Offered to Local Business by the LWIB**

##### **i. Determination of Local Area/Regional Employer Needs**

The RWIB and the CLEO will continue to identify the skill needs of business and industry through direct contact with employers in industries where labor market shortages appear most severe, relying on surveys and labor market analysis. We will also acquire appropriate assessment and career information tools and compile a list of training providers to better meet the needs of job seekers. Additionally, customer satisfaction surveys (for both job seekers and employers) will be conducted on a periodic basis that will provide for continuous improvement of products and services. Customized training will be expanded to better meet employer needs in the community.

The needs of local employers will be determined through:

- Surveys conducted by the Richmond Chamber of Commerce and the Hispanic Chamber of Commerce;
- Information from the Council of Industries, including specific information about the workforce needs of particular companies;
- Industry cluster studies in partnership with EASTBAY *Works*, Economic Development Alliance for Business (EDAB), Contra Costa Partnership, and others;
- Occupational Outlook Reports sponsored by Contra Costa County and the California Cooperative Occupational Information System (CCOIS);
- Interface with the Richmond Economic Development Commission;
- Employer focus groups;
- LMI provided by the State;
- Input from business members of the RWIB Board;
- Sharing of information with the Workforce Development Board of Contra Costa County;
- Continuous contact with businesses and visits to their places of business; and
- Contact with companies working with the Enterprise Zone.

The RWIB receives advance notice of new companies coming into Richmond through close contact with the City of Richmond Community and Economic Development Department. The RWIB then meets with these companies prior to their arrival to learn about their needs, explain the services that are available to them through the RWIB and the Richmond One-Stop, and build relationships for future collaboration.

**ii. Integration of Business Services (including WPA) Into the One-Stop System**

Employers are the primary customers of our One-Stop Delivery System. The RWIB Business Services Unit continually monitors the needs of employers, including small businesses and entrepreneurs. Employers currently have access to consulting services through partnership with the Contra Costa County Small Business Development Center (SBDC). Local business can receive customized assistance from the Business Services Unit including recruitment services, screening of job applicants, conducting interviews, and accessing hiring tax credits. These services will continue to be augmented to offer a full array of services for businesses. The RichmondWORKS Business Services website was created to offer a variety of virtual resources to employers, such as a job board, access to business related forms, and links to community business groups.

The RWIB has five employment program specialists/business services representatives who each develop and support a portfolio of businesses. Representatives gain an understanding of employers' needs and culture by on-site visits and tours of company facilities. Staff create quarterly reports on the businesses they work with, documenting services provided and emerging needs. Specific business services include:

- Access to a job applicant database;
- Recruitment of job applicants;
- Assistance in pre-screening applicants;
- Assistance in setting up and coordinating interviews;
- Job fairs and informational orientations;
- Assistance with hiring projects;
- Marketing/publicizing of job openings;
- Labor market, economic development, and tax credit information;
- Enterprise Zone hiring tax credit services;
- Service directories and coordinated referral services;
- Outplacement and downsizing services;
- Information on Richmond business associations;
- Information on available community services;
- Use of RichmondWORKS conference rooms for interviewing, recruitment, testing, etc.;
- Rapid Response and plant closure assistance;
- Customized training/On-the-job training subsidies; and
- Technical advice/training regarding job retention strategies for special populations.

The RWIB employs an active engagement strategy to stay abreast of services needed by businesses. The RWIB is actively involved with the Economic Development Community, EDD, the Chamber of Commerce, the Council of Industries, and businesses within the community. Business Services staff are members of key business entities that include the Regional Economic

Development Committee, the 23rd Merchants Business Association, and the Chamber of Commerce's Leadership Program.

Our partnerships with local business organizations have been of significant value in providing access to key business information and, more importantly, have provided opportunities for validating employer needs. We use facilitated sessions, surveys, and one-on-one contacts to clarify employer needs. Businesses utilizing the services of the One-Stop are surveyed on an ongoing basis to gain their feedback on the quality of services RWIB offers, and Business Services staff maintain contact with the business community to assess areas of needed improvement.

**iii. Leveraging of Other Resources to Support OJT and Other Customized Training**

The RWIB has been highly successful in leveraging and braiding funds for on-the-job training (OJT) and other forms of customized training through strong partnerships with the community college and other training providers as well as with economic development and business associations. For example:

- Contra Costa Community College and other training providers support OJTs through supporting enrollment of eligible students in WIA grants;
- Some OJT employers partner with a training provider and the RWIB to refer their OJT candidate for training in skills needed to help perform the work; and
- Businesses (new and existing) are apprised of the incentives (tax credits and OJTs) offered with the RWIB's WIA programs through the City of Richmond's Economic Development and Planning Departments and are supported in accessing them.

The RWIB will continue to develop new resources to expand support of on-the-job and other kinds of customized training that enable job seekers to earn income while simultaneously developing new skills.

**c. Partnering with Local Business**

**i. Training and Educational Barriers That Hinder Job Creation**

The RWIB uses a number of approaches to identify training and educational barriers to job creation in Richmond:

- Surveys and interviews used to create, monitor, and evaluate strategic plans;
- Sector strategy surveys and interviews;
- Convening Richmond coalitions as forums in which to share business intelligence;
- Outreach to trade associations to convene industry-specific focus groups; and
- Identification of program gaps at community college, adult education, Regional Occupational Program/Career Technical Education, and apprenticeship programs.

Job creation is hindered by lack of basic work skills in the available local work force within the City of Richmond. Even individuals who have graduated from high school may lack basic math and English skills. In addition, many individuals lack the soft skills that would make them employable because of generational poverty, violence in their communities, and lack of supportive home and community environments.

On a very basic level, potential workers may also lack access to employment because of:

- Lack of transportation from home to job or training sites;
- Unsafe communities;
- Inexperience with professional work environments; and
- Lack of work clothes, tools, and other necessities.

**ii. Skill Gaps That Reduce the Competitiveness of Local Business**

The previously referenced February 2013 online survey conducted by the Contra Costa Workforce Development Board of employers, educational institutions, and service providers identified the three most critical gaps/educational needs among job seekers that affect local business competitiveness:<sup>33</sup>

- Basic Skills and Knowledge (Math, Science, Reading, Writing, Speaking);
- Social Skills (Coordination, Negotiation, Persuasion, Service Orientation, Social Perceptiveness); and
- Technical Skills and Knowledge (Use of Equipment, Computer Literacy, Operation Monitoring, Programming, Quality Control Analysis, Design, Troubleshooting).

Even when applicants possess the necessary hard skills, they may not display the soft skills in an interview or during the initial period of employment that are required to successfully carry out the responsibilities of a particular job. Additionally, employers would like to hire people with the potential of moving up the career ladder and find that the available workforce participants lack the ability to adapt to changing responsibilities. To respond to this deficiency, the RWIB includes training in workplace professionalism in all of its programs.

**iii. Priority Education and Training Investment Sectors That Would Contribute to Job Growth**

Richmond priority sectors include: Medical/Health; Information Technology; Construction (including Green Technology); Process, Instrumentation and Control Technologies; and Transportation and Logistics. Information from business leaders and related City data show that each of these sectors is continuing to grow in Richmond and would benefit from investments in training and education that produces a prepared workforce.

**d. Actions by the LWIB and CLEO to Strengthen Local Business**

The City of Richmond Business Retention Program, managed by the RWIB, strengthens business in Richmond through a comprehensive economic development plan that includes general marketing, focused business attraction, business retention, and business assistance. Ongoing management tasks include:

- Establishing and managing the ongoing business information database;
- Continual, systematic business visitation activities and information gathering;
- Directing businesses to public and private sector resources, including but not limited to Enterprise Zone and Target Employment Area information, RichmondWORKS

<sup>33</sup> See Appendix B for a summary of survey results.

Program, Revolving Loan Program, Chambers of Commerce, Small Business Administration and other federal and state resources;

- Tracking employment information, sales tax information, and other pertinent information about Richmond Businesses;
- Collaborating with public and private sector sources, such as the Chambers of Commerce and the Economic Development Commission to gather and share information; and
- Coordinating with the City's Business Attraction Program as required to benefit both attraction and retention programs.

**i. Partnerships with Priority-Sector Employers in OJT and Customized Job Training**

The RWIB supports the provision of wage subsidies, including OJT, to priority-sector employers in Richmond, helping to improve a company's bottom line by reducing training costs for new hires. Employers establish customized training plans for new hires based on the specific needs of their business and the job(s) they are filling, with the length of an OJT contract based upon the experience of the trainee and the complexity of the skills to be acquired. Employers choose or supply qualified candidates, who are screened by RWIB staff before an OJT contract can be finalized. The RWIB also refers potential candidates.

RWIB has worked with a variety of alternative energy, energy conservation, and green business partners, including Advanced Home Energy, Greenworks, Nutiva, Gibbons and Company, California Oil, Questa Engineering, and A1Sun to provide OJT opportunities. A number of these opportunities were funded through Project Hire, a program developed with funding from a WIA Dislocated Worker Additional Assistance Project grant. Flexible funding from diverse sources enables the RWIB to offer a wide range of OJT opportunities. The RWIB promotes the program through local Chambers of Commerce and direct engagement with employers.

In the next five years, the RWIB will create expanded OJT services using leveraged dollars. The RWIB will build relationships with employers and identify their needs through surveys, interviews, trade associations, and direct contact. Once needs are identified, the RWIB will develop specific OJT opportunities and the funding to support them.

**ii. Driving the Demand-Driven Strategy Through Joint Planning, Competency and Curriculum Development With Business Partners**

The RWIB uses its extensive contacts with businesses and organized labor to develop appropriate curricula and competency standards and to determine the scope and content of needed training in a number of different industry sectors. Business and labor have played a key role in developing training curricula and employment standards.

These kinds of partnerships have been an important element in the success of the nationally recognized RichmondBUILD program. The RWIB works closely with business partners in the construction field in the design of both the RichmondBUILD program and its curriculum. Many of these partners have hired RichmondBUILD graduates.

The RWIB also works to foster business partnerships with Contra Costa Community College to develop curricula for its construction training program, and has worked with partners in the environmental construction industry to develop community college curricula that are

aligned with industry needs and prepare students with the kinds of skills that are in high demand in the workplace.

**iii. Developing Strategies to Overcome Barriers to Skill Achievement and Employment Through Industry/Education Collaboration**

The RWIB has made it a top priority to improve communication with K-12 and the college system through their involvement on the Board as key decision makers. In addition, the RWIB is constantly seeking opportunities for enhancing partnerships with education by initiating business-led efforts to support curricula reflective of local industry needs.

At the K-12 level, the RWIB is an active partner with college and career academy programs in the West Contra Costa Unified School District (WCCUSD) that offer students the opportunity to learn about and develop skills in a chosen career as early as middle school. These programs provide the first stage on a career pathway that can lead to additional post secondary training and successful employment in priority sector industries. RWIB Director Sal Vaca is currently participating in a strategic planning process for the WCCUSD as a member of the Steering Committee.

In the area of adult job seekers, the RWIB is a core partner in a number of innovative projects that bring together industry and education partners to help participants overcome barriers to skill achievement and obtain employment in regional industries that pay well and are growing. Among these programs are RichmondBUILD and Design it, Build it, Ship it (DBS) and the FLOW program, which are described below.

RichmondBUILD is a highly successful public-private partnership focused on developing talent and skill in high growth, high wage construction and energy conservation/alternative energy fields. All RichmondBUILD participants come from low-income households. Ninety-five percent are minorities and 30% have a history with the justice system. Because of its high placement history, RichmondBUILD is highly attractive to potential students.

RichmondBUILD participants complete a core Carpentry Pre-Apprenticeship track, and then choose from the following electives:

- Extended Carpentry;
- Environmental Remediation;
- Solar Energy;
- Energy Efficiency; and
- Electrical Wiring and Theory.

The program places an impressive 80 percent of its graduates at an average starting wage of \$18.33 an hour. RichmondBUILD has received substantial national and international recognition as an exemplary construction training program.

The RWIB is a core partner in Design it, Build it, Ship it (DBS), supported by \$15 million Trade Adjustment Assistance Community College Training (TAACCT) funding. The project focuses on three primary industry sectors that include engineering, manufacturing, and transportation/logistics, and proposes to train 2,000 individuals by the end of 2016. The project will work to modify existing training programs and to establish new ones based upon the input of businesses from the identified industry sectors.

The lead partner in the project is the Contra Costa Community College District and partners include ten (10) colleges over a three county (3) region, as well as the local workforce

boards. The RWIB's role in the project includes providing leadership in business engagement to assess industry needs; supporting the development of an intermediary to better link, align and leverage resources from education and economic development; supporting training and development programs; and providing outreach, assessment, recruitment, co-enrollment, support, and placement services for WIA adult and dislocated workers.

The RWIB has also been an important partner in the development of the FLOW (Forklift, Logistics, Operations and Warehousing) program at Contra Costa College. This program, which includes strong collaboration between business and the education partners, focuses on preparing workers for rapidly growing opportunities in transportation and logistics in the region.

An essential tool that the RWIB has employed to strengthen the opportunities available to graduates of these programs is the First Source Hiring Agreement established by the City of Richmond. This agreement requires businesses that contract on projects with the City to give priority to Richmond residents in hiring for those projects and greatly increases the likelihood that participants in RWIB training programs will obtain employment upon graduation.

**iv. Fostering Collaboration Between Community Colleges and DIR-DAS Approved Apprenticeship Programs for Planned Use of WIA Title I Funds**

Because of the important role that apprenticeship plays in the building trades, programs of this type offer a prime opportunity for individuals with barriers to employment to gain access to pathways for well-paid employment. RichmondBUILD is a pre-apprenticeship program that is highly successful in placing its graduates in apprenticeships and employment. The RWIB has also sought to develop links between the RichmondBUILD program and course offerings at Contra Costa Community College, which enable participants to expand their education and obtain opportunities for further career enhancement.

The RichmondBUILD curriculum was modeled after the Carpenters' Joint Apprenticeship Training Committee and was also approved by the Laborers' Union. RichmondBUILD has Direct Entry agreements with Carpenters and Laborers Unions and is in discussion with other trades (such as Plumbers) to develop Direct Entry agreements for RichmondBUILD graduates, which enable them to go directly into pre-apprenticeship training following their successful completion of the program.

The RWIB will continue to expand its role as a convener of partners in the development of apprenticeship programs tied to community college learning. Using Board members who have contacts with apprenticeship programs, we can place job seekers in programs and exert an influence on curricula relevant to job opportunities. These relationships include both union and merit shop representatives who are associated with craft and technical apprenticeship programs and the state Apprenticeship Standards Boards.

**v. Using Innovative Strategies to Fill Skill Gaps (e.g. ITAs developed via business/education partnerships)**

The RWIB will continue to use a variety of innovative strategies to provide resources for training that would not otherwise be available, as well as initiating new approaches. These include the approaches described below.

**Cohort Trainings** (learning strategies designed to enable participants to pursue coursework with the same classmates over a fixed period of time) will allow the RWIB to train more people in a short period of time and with a higher level of success, because of the environment that exists not only during the training period, but also during job search and initial

employment. Cohort trainings that are under consideration include: project management, business computer applications, phlebotomy, X-ray/Sonography, transportation and logistics, warehouse, HVAC, and construction pre-apprenticeships.

**ETP/Incumbent Worker Training.** Employment Training Panel funding will be leveraged along with Small Business Administration dollars to assist local manufacturers in training existing employees. A key requirement of this program is that participating businesses must articulate a clear need or gap in their current workforce skills mix. These gaps are typically addressed by ETP-approved training organizations by sourcing appropriate trainers from local community colleges and universities. Because of the demonstrable need, the immediate impact of ETP trainings on skills gaps is virtually assured.

**Demand-Driven Training.** FLOW training was quickly created by building on an extant training in the region to respond to the need for forklift certified workers at three warehouses moving into West Contra Costa County.<sup>34</sup> The RWIB will continue to work closely with its business and education partners to develop similar demand-driven programs.

**Individual Training Accounts.** RWIB also leverages Individual Training Accounts through partnerships with business and education. Individual Training Accounts (ITAs) will be developed for those participants who have received core and intensive services and have been assessed and deemed eligible for an ITA. ITA participants, along their assigned case managers, will develop the list of services that can be procured using an ITA voucher. Other supports provided to trainees may include transportation, clothing, and tools. Before an ITA is granted, RWIB confirms that there is a regional demand for the job skills in which the individual is being trained. As an example, if an individual expressed an interest in learning to be a truck driver, RWIB would confirm demand for that job, the individual would identify the desired school, and an ITA voucher would be issued.

The ITA voucher entitles a participant to access training services from the local and state inventory training list. RichmondWORKS, in partnership with EASTBAY Works, uses the I-Train system to provide training seekers with the list of approved training vendors. Training is provided in computer repair, the medical and health industry, and many other areas.

The RWIB Internal Operations Committee will be actively involved in identifying the limitations to the costs and services that the ITA voucher will cover. In addition, the RWIB is part of a work group formed through EASTBAY Works that will provide recommendations on uniformity in the ITAs throughout the region that includes the four local workforce investment areas of Richmond, Oakland, and Contra Costa and Alameda counties.

#### vi. Promoting Rapid Response as a Proactive Intermediary for Priority Industry Sectors

Rapid Response is designed to provide early intervention and strategic support to assist businesses faced with closure or layoffs. We will promote these services through the Chambers of Commerce and other means and will stress our ability to provide assistance to businesses before layoffs are required.

Overall, Rapid Response services include:

- Examining potential alternatives for averting the closure/layoffs;
- Determining timetable for layoff plan;

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<sup>34</sup> ATLAS (Alameda Transportation and Logistics Academic Support), a transportation and logistics training program at Peralta Community College District.

- Assessing the employment history and assistance needs of the workforce;
- Examining reemployment prospects for workers in the local community;
- Identifying resources to meet the short and long-term assistance needs of the workers;
- Providing guidance and/or financial assistance in establishment of a Reemployment Committee (or Labor-Management Committee) to devise and oversee an implementation strategy that responds to the reemployment needs of the workers;
- Determining potential Trade Adjustment Assistance (TAA);
- Planning group activities and pre-layoff services;
- Making presentations at the employer site;
- EDD presents information on UI benefits (how to file a claim, when and where);
- EDD provides information on California Training Benefits (CTB);
- RichmondWORKS presents information on Career Center Services, job preparedness workshops, career counseling, classroom training, and On the job Training; and
- RichmondWORKS communicates with any unions and labor committees to facilitate or mediate services to affected employees.

**vii. Using Rapid Response to Develop Effective Early Layoff Warning Systems and Layoff Aversion Strategies**

Rapid Response services for employers provided by the RWIB include averting or decreasing lay-offs through alternatives such as incumbent worker training and connection to public and private economic development entities/business retention programs, including local economic development organizations, Chambers of Commerce, and the Contra Costa Small Business Development Center (SBDC). Additional RWIB layoff aversion strategies include helping small businesses get loans from the City and providing information on tax credits that may prevent layoffs by increasing business profit.

**viii. Providing Rapid Response Assistance to Those Covered by TAA**

RWIB works closely with the EDD to provide Rapid Response resources to those covered by the Trade Adjustment Act (TAA). This collaboration enables the RWIB to draw upon the expertise of the EDD regarding the kinds of issues that are covered by TAA and the types of compensation available to workers whose jobs have moved overseas.

The response provided by the RWIB to the NUMMI closure has been significant in our Trade Adjustment Act efforts to date and provides a model for the future. The RWIB co-enrolled laid off NUMMI workers in conjunction with the EASTBAY *Works* consortium and EDD, which provided us with a larger pool of participants and enhanced the number of services available. The RWIB has also used National Emergency Grant (NEG) funds to serve additional dislocated workers and provide training dollars for TAA eligible clients and will continue to provide training support in conjunction with EDD.

#### 4. Adult Strategies

##### a. Vision for Developing Career Pathways That Meet the Needs of Workers and Priority Sector Employers

The RWIB works closely with all components of the regional education system to address the needs of workers and priority-sector employers. We will continue to collaborate with the more than 20 college and career academies operated by the West Contra Costa Unified School District (WCCUSD) to develop career pathways that meet the needs of local industry.<sup>35</sup> In addition, we will maintain strong alignment and cooperation with Contra Costa Community College in the development and provision of career pathways, including basic education and sector specific trainings provided directly to RWIB participants under the cohort model.

##### i. Increasing the Number of Career Pathway Programs in Demand Industries

The RWIB will pursue a number of strategies to increase career pathway programs, as described in the paragraphs that follow.

**Identifying key industries.** An important initial step in the process has been identification of the key industries within the local area and region. The five high demand industries that have been selected to be of primary focus include: Medical/Health; Information Technology; Construction (including Green Industry); Process, Instrumentation and Control Technologies; and Transportation and Logistics.

**Building partnerships with high demand employers and Contra Costa Community College.** The One-Stops, colleges, and employers will all work together to create pathways that are understandable, navigable, and result in an increased number of Richmond residents obtaining skills that give them access to living wage jobs.

**Participating in the design of pathways.** The RWIB works closely with employers and Contra Costa Community College to develop upcoming pathway programs. By bringing their knowledge of the One-Stop client population and operations to the conversation, the RWIB can help make these programs more responsive to individuals with different kinds of training and support needs than the traditional community college student.

**Engaging partners to strengthen participation in career pathways programs.** We facilitate discussion among the One-Stop Operator consortium about how partners can support career pathways. This process has increased the number of job seekers from CalWORKs, Adult Education, EDD, and other sources who might benefit from the resources available through the One-Stop System, through information sharing and cross referral among the mandated partners.

**Retaining and strengthening an active connection with the City of Richmond and the City's planning process.** The RWIB has a strong partnership with the City of Richmond planning department that has resulted in RWIB's ability to anticipate upcoming city projects several months or years in advance and develop career pathways that match future opportunities. Access to this additional economic data beyond formal labor market information enables the RWIB to more effectively develop strategies that anticipate new employment opportunities. As an example, the City has developed a master plan for the south shoreline that will affect opportunities for ancillary businesses in the area of the LBNL, which the RWIB can use for workforce planning.

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<sup>35</sup> A partial list of program areas includes: Health, Information Technology, Law, Media, Engineering, Hospitality, ACET (Architecture, Construction, Engineering and Technology), Biotechnology, GEET (Green Engineering and Energy Technology Pathway), Environmental Studies, and Creative and Performing Arts.

**Supporting K-12 career education.** The RWIB will impact K-12 education through presentations, activities, and trainings that show young people how education leads to employment, by presenting examples of different career pathways, and demonstrating how student choices contribute to their success. The RWIB will also provide quality academic support to enrolled youth participants that will ensure they increase their daily attendance, pass the CAHSEE, and improve their GPA. For students with individualized service plans, the RWIB will provide both the support and the expectation that these plans include a post-secondary academic component.

**The RWIB will use identified industry sectors as the foundation for continued pathway development.** The RWIB will work with the One-Stops to offer short-term certificated programs on-site in multiple and related occupations that can be linked into longer-term pathways and jobs. For those who are already employed, these short-term trainings can offer the opportunity for both lateral movement and direct advancement.

**The RWIB will ensure that a full continuum of services, supports, and connectivity are part of every pathway design, along with the appropriate skills training.** Serving in its convening and networking role, the RWIB will connect participants in each pathway to all support services available for trainee success. This includes nonprofits, First 5, Head Start, and other youth serving organizations and agencies.

**Collaborating with the post-secondary education system.** A very high proportion of Richmond students do not seek post-secondary education. The kinds of personal support that we provide are an extremely important resource for these at-risk students. We will work with education partners to increase awareness of co-enrollment opportunities and will develop a cross-system referral process to enable students to access opportunities that might not be obvious. We will continue to work to strengthen ties between K-12 college and career academies and post-secondary education and training programs that build on earlier learning.

**Strengthening and expanding RichmondBUILD.** RichmondBUILD has been at the forefront of developing formal programs and pathways for workers in alternative energy, energy efficiency, construction, and building infrastructure. Individuals entering the construction field through RichmondBUILD have access to a career ladder that takes them into many different aspects of the industry: planning, management, inspection, compliance, and sales. Individuals who have graduated from RichmondBUILD have obtained contractors' licenses and a number have started their own successful businesses.

**Creating RichmondTECH.** Building upon the nationally recognized model for construction training established through RichmondBUILD, the Richmond WIB will establish a similar program to prepare Richmond residents for careers in the information and communication technology industry. RichmondTECH will recruit individuals with multiple barriers to employment, provide them with a comprehensive cohort-based training program that includes extensive educational and social supports, and link graduates to regional employers in the technology field. Based upon its tremendous record of success operating RichmondBUILD, the RWIB will seek foundation and corporate funding, in addition to government grants, to establish and build the program.

**Taking advantage of new industries to build career pathways.** We will work with the LBNL to add new modules in the RichmondBUILD training to accommodate the kinds of construction (steel stud framing) that will be needed at the lab. The LBNL has initiated discussions about the partnerships, resources, and planned development related to the construction and operation of the new Lab. We will work with the Lab to develop career

pathway planning for LBNL by working with career academies in high schools and community colleges that provide study opportunities in related areas. We will work with the Lab to create formal cooperative opportunities by creating language in bid documents that includes required local hiring and required contracting with local businesses.

**Develop pathways for local residents to get training for high-skilled process, instrumentation, and control jobs.** The RWIB now has new opportunities to work with Chevron's training program and the ETEC/PTEC programs at Los Medanos Community College so that local residents can have access to this category of high-skill, high-demand jobs. The Richmond WIB can serve a coordinating, placement and counseling role to arrange the tutoring and other support services to give students a better chance of success.

**ii. Increasing the Number of Adult Basic Education Students who Successfully Transition to Post-Secondary Education, Training, or Employment**

The RWIB will pursue a number of strategies to increase the number of students who successfully transition to post-secondary education, training, or career, as outlined below.

**Expanding the relationship with Contra Costa Community College.** We will provide regular workshops on preparing and surviving college, campus tours, and assistance with applying for financial aid. We will partner with the College in increasing resources for Career Technical Training opportunities and expanding CTE training opportunities.

**Offering classes at One-Stops in coordination with Adult Education.** The RWIB will work with Adult Education to offer some of its educational classes directly at One-Stop facilities. Individuals who are receiving services at the One-Stops, and who may have difficulty accessing regular Adult Education courses, will have direct access to increased opportunities at a convenient location.

**Expanding collaboration between Adult Education and Community Colleges.** Recent changes in state education funding have resulted in fewer Adult Education opportunities in Richmond. The RWIB will offer Adult Education training through its One-Stops that educates participants about other pathway options and encourages continued learning through the community college system. The individualized support services available through the One-Stops will increase the likelihood of students pursuing other learning opportunities.

**Developing workshops that help students identify personal barriers to education and career attainment.** Workshops will be developed that will help jobseekers identify and address barriers they might have experienced to furthering their education. The RWIB will use its extensive partner network to help these jobseekers access the supports they need to remove their particular barriers to education and career success.

**iii. Increasing the Number of Under-Prepared Job Seekers and Displaced Workers who Enter and Successfully Complete Education/Training in Demand Industries**

The programs developed by the RWIB ensure that support of under-prepared job seekers and displaced workers is an important priority. Current and proposed strategies for addressing this challenge are identified below.

**Providing thorough assessments for participants.** The core focus of the RWIB is on underprepared job seekers who are deficient in basic skills, have limited or no job experience, are new entrants into the workforce, and/or those whose limited skills do not align with job opportunities. We ensure that there is a thorough assessment of each individual in the areas of basic skills and address other areas where they might need support, such as transportation. We also refer individuals to community-based organizations that provide needed social services,

including housing, health, mental health, domestic violence services, substance abuse treatment, and childcare and related children's services.

**Continuing to provide extensive soft skills training.** The majority of RWIB programs have a soft skills component to ensure that the under-prepared or displaced job seeker can successfully apply and interview for jobs. Displaced workers impacted by regional layoffs such as those at Bank of America, Comcast, and NUMMI need to refresh their skills. The short-term intensive training provided through the One-Stop is customized to fit the needs of these workers.

**Strengthening and growing OJT opportunities.** We offer the highest number of OJTs of any WIB in the East Bay by engaging with the business community. OJT funding comes from grant dollars as well as private dollars. The RWIB has made use of private dollars to allow for flexibility in working with smaller employers, and in some cases to provide a greater proportion of salary as an incentive to employer participation.

**Evaluating resources in the existing workforce development system.** To assess available adult and dislocated worker services, we will conduct a situational audit of the workforce development system. Using this information, we will compile a comprehensive listing of available training and potential partner contributions. We will review legislative requirements and any pending changes in Federal or state requirements, analyze our local employment base looking for sectors with high-growth, high-wage jobs, and examine the demographics and education levels of the local community. In addition to the adult and dislocated worker activities and services identified above and in previous sections of the plan, we will use the services and resources from other public and private sources to maximize what we are able to provide to our clients.

**Disseminating information regarding services available through RichmondWORKS.** Information regarding RichmondWORKS services will be sent to the appropriate agencies and organizations that serve diverse populations. For those partner agencies not already a part of the One-Stop System, and when warranted by sufficient service levels, representatives of the organizations who serve special populations will be located directly in a One-Stop Center under an arrangement negotiated through an MOU. Both MOU and non-MOU partner organizations will be offered the opportunity to work with the One-Stop system as satellite sites providing services to specialized populations. Special community events, such as Job Fairs or Job Search clinics, are held regularly that focus on one or more of these subgroups.

**Continuing to provide resources to job seekers with limited English skills.** Those with limited English speaking ability will be served by One-Stop Center staff and partners and referred to appropriate ESL community resources. Tier I Core Services are available in English and Spanish, and other languages as needed, at all One-Stop Centers and Satellite Centers for all job seekers who are 18 years of age or older and have the right to work in the United States.

**Providing support to veterans.** One-Stop Center staff and EDD partner staff have developed procedures for reception and intake that incorporate priority service provision for veterans who are eligible for Wagner-Peyser labor exchange services. Local Veterans Employment Representatives/Disabled Veterans Outreach Program Services (*LVER/DVOPS*) will be co-located in at the comprehensive RichmondWORKS One-Stop Center. Staff at the reception desk have been directed and trained to refer the appropriate individuals to these representatives. To assist clients who are in need of additional services, LVER/DVOPS staff have been cross-trained and familiarized with other services available through the One-Stop Center to which their clients can be directed. All One-Stops and related agencies will offer reasonable accommodations to those who need them.

**iv. Developing and Implementing a Strategic Layoff Aversion Strategy to Retain Workers in Current Jobs and Provide Rapid Transition to New Employment**

RWIB will work with employers and workers to minimize layoffs and periods of unemployment through a number of strategies, including those identified below.

**Maintaining our close connection to City of Richmond business information.**

Through our close connection to City departments, the Chambers of Commerce and the Council of Industries, we are able to assess the health of local businesses. In some cases we can bring City resources to bear in supporting business. For example, a business might need a variance or tax credits to get through a difficult period.

**Working with employers to identify their needs.** The RWIB will seek input from employers on requirements for job growth/retention in their industries and develop training to meet those needs. We will use ongoing surveys, interviews, and personal contact.

**Working with local businesses to help them retain workers.** We will work closely with local businesses to help them retain workers. This will involve identifying the training needs of incumbent workers and creating training that enables them to upgrade their skills and knowledge. Additionally, we will work with businesses to access City of Richmond programs that can help them increase their competitiveness and efficiency.

**Educating and assessing incumbent workers.** The RWIB will help incumbent workers assess their existing skills and understand which skills could be applicable to new jobs within and outside their current industry. This will enable these workers to be more proactive and more likely to succeed in obtaining new employment.

**Providing referrals to the Small Business Development Center for workshops, services and coaching.** The SBDC can be a vital resource to small businesses that are struggling, enabling them to obtain information that might help them reorganize their business practices and preserve jobs.

**Educating employers about the federal Work Share program as a tool for preserving jobs.** The Work Share Program uses federal dollars to pay to keep workers in their jobs, rather than supporting them after they are laid off. The RWIB will help businesses access these kinds of programs that offer support in preserving jobs.

**v. Expansion of Availability of Apprenticeships, OJT, and Other Customized Training That Enables Workers to Build Skills While Working**

Provision of apprenticeships, OJT, and customized training is one of the strongest areas of RWIB's work. Our current and proposed strategies are included in the paragraphs that follow.

**Continuing to develop paid and unpaid internship models.** The RWIB has existing models of internships that combine education with placement in jobs and will continue to develop these and other models in partnership with Adult Education, Community Colleges, and employers. The RWIB will also work closely with local labor organizations and businesses to develop new programs and recruit participants.

**Developing customized training models.** Customized training will also be developed based upon access to a range of funding sources.

**Maximizing use of state-mandated apprenticeship programs (AB 554).** AB 554 directs the state and local Workforce Investment Boards to ensure that programs and services funded by WIA are conducted in coordination with apprenticeship programs. AB 554 encourages collaboration between Community Colleges and apprenticeship programs to provide training and

continuing education. The RWIB will provide coordination and ensure appropriate training.

**Expanding apprenticeships on Eligible Training Provider List (ETPL).** The RWIB will expand training for adults and dislocated workers through expanded apprenticeship programs on the ETPL. California's Eligible Training Provider List was established in compliance with the Workforce Investment Act (WIA) of 1998. The purpose of the ETPL is to provide customer-focused employment training for adults and dislocated workers. Training providers who are eligible to receive Individual Training Accounts (ITAs) through WIA Title I-B funds are listed on the ETPL. California's statewide list of qualified training providers offers a wide range of educational programs, including classroom, correspondence, Internet, broadcast, and apprenticeship programs.

**Continuing to expand OJT opportunities.** OJT models can take a variety of forms based on the needs of employers and job seekers. We work to match employer needs with potential workers.

**Working with the building trades.** The building trades have been directly involved in the design of the OJT program. The building trades have also been involved in designing the local hire ordinance, which speaks to dispatching members to a job site. Companies work with a RWIB program manager who contacts the union to identify Richmond residents who are eligible for employment. The RWIB monitors contract compliance by employers that participate in the program.

## 5. Youth Strategies

### a. Vision for Increasing the Educational, Training, and Career Attainment of Youth

The RWIB vision for increasing the educational, training, and career attainment of youth rests on the following principles: accessibility, cultural competency, assessing and responding to youth needs, and involving youth and their parents in program design. We seek to provide access for all youth who request it and who meet eligibility requirements. To achieve this, we are developing and strengthening partnerships with other systems to be able to serve more youth. These new links to other youth-serving systems will improve our ability to utilize different strategies for different groups that are age/stage appropriate. A more detailed description of the key principles that guide our vision for serving youth follows.

**Accessibility.** Services will be easily accessible to youth with a single point of entry into the system and a simple eligibility process. An attempt will be made to bring the services to the youth or provide services in locations readily accessible by public transportation. Services will be offered during times that meet the needs of both in and out-of-school youth.

**Cultural competency.** The RWIB is sensitive to cultural and language diversity and works with both parents (where appropriate) and youth to create an individualized service plan that is effective, achievement-oriented, and culturally appropriate. An essential resource is the involvement of a consistent caring adult with whom the young person can confide and from whom they receive guidance.

**Assessing and responding to the needs of youth.** The system will be based on the needs of young people and developed on the premise that young people can make informed choices when given the proper information and appropriate guidance. The RWIB will identify gaps in existing services for youth and collaborate with local educational institutions and career academies to identify, access and/or create structures to address them.

**Involving youth and their parents/guardians in program design.** Young people and their parents/guardians will be active partners in the design of the system and take leadership roles in its implementation. Engaging parents and guardians can provide key additional support to youth that increases their likelihood of success in education and career.

### i. Increasing the Number of High School Students who Complete a Challenging Education

The RWIB will work closely with education and industry partners to develop a range of strategies for increasing the numbers of students who engage in and complete a challenging high school curriculum. These strategies include strengthening partnerships with K-12 education, post-secondary education, and employers, as well as expanding opportunities for involvement in community and environmental projects, as identified below.

**Providing and expanding academic support services.** The RWIB partners with several non-profit and government agencies to provide direct services related to education support for academically challenged participants. We combine these services with an innovative emphasis on community service. Outcomes for the program exceed the district's averages in CAHSEE pass rates, diploma attainment, and average daily attendance. RWIB will work to expand the resources available for these services, which will include strengthening partnerships with local post-secondary providers, developing college mentorship service programs to provide both preparation and support for college bound participants, and expanding access to post-secondary career technical educational services.

**Working to expand Professional, Scientific, and Technical Services Programs.** Based upon the anticipated economic growth in the PSTS (Professional, Scientific and Technical Services) sector within the region,<sup>36</sup> we will help prepare students for the kind of career opportunities that are likely to be available when they graduate. Classes will be offered to YouthWORKS participants by tutors in advanced math, biology, chemistry, physics, statistics, and computer skills. The RWIB will also strengthen its support of the K-12 college and career academy programs in STEM fields that prepare students for careers in this growth area. These college and career academy programs in the West Contra Costa Unified School District (WCCUSD) provide an extremely important bridge to community college programs in STEM fields in the demand occupations identified elsewhere in this Plan, and include Health, Architecture, Engineering, Information Technology, and Media.

**Exposing young people to potential career and work options.** The RWIB will bring together employers and educators to develop opportunities for young people to be exposed to various career options through the local, community-supported Summer Youth Employment Program (SYEP). By leveraging funds from local supporters (including businesses, corporations, organizations, agencies, and individuals), YouthWORKS is able to offer meaningful, career path opportunities to local youth. Placement opportunities are based on the participant's interests, abilities, and goals with options that include urban farming, health/hospitals, and banking/finance. On a year round basis, YouthWORKS will offer field trips, project-based learning, job shadowing, internships, and other formal work-based learning opportunities. Students and young adults who have the opportunity to be exposed to a range of career opportunities make better choices about which career field to prepare for, are more likely to graduate, and are better prepared for post-secondary education and training that will lead to a meaningful career. The RWIB also provides individualized post-secondary track support for students to take up career technical education opportunities offered by local community colleges throughout the region.

The RWIB will also support the work and career exploration opportunities available to young people through the WCCUSD college and career academies by helping the academies strengthen their connections to priority sector employers. This will help the academies maintain the relevance of their curriculum to the world of work, which is particularly important in the rapidly changing fields of science and technology.

**Providing opportunities for students to learn about the workplace first hand.** Potential options include summer bridge programs, apprenticeships, employment mentoring, job-shadowing, and internships, all of which put students in direct contact with the workplace and with adults who can guide them in learning about their interests and aptitudes. Preparation for unsubsidized employment opportunities will be provided to youth who will have the option to attend part-time institutional job readiness training, limited intern work experience and on-the-job training opportunities. The RWIB will also use its extensive connections with employers to facilitate the expansion of work experience opportunities for WCCUSD college and career academy participants.

**Working with employers to identify the skills needed to enter work in their industries.** The RWIB facilitates communication and functional partnerships between K-12 education, post-secondary institutions, and local industry to help expose and prepare youth and young adults for the world of work. The RWIB gathers information from employers through its

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<sup>36</sup> "Building our Assets", p. 5.

Business Services unit about skills needed in a variety of workplaces. Employers partner with the RWIB by advising on curricula, assisting with evaluations, and providing internships and on-the-job training opportunities. The RWIB will also facilitate employer collaboration with WCCUSD college and career academies, to ensure that industry specific job skills are being included in the curricula for each area.

**Continuing to expand learning experiences that bridge the needs of the community with the learning objectives of youth through the CommunityWORKS Service Learning Project.** The RWIB has created a highly successful service-learning program, Hometown: Richmond!, that challenges students to expand their work related skills. Students participate in a range of projects in collaboration with local health, environmental, and community service organizations. Projects include designing open space, planting trees, developing a hydroponic farm, presenting informational workshops on nutrition and health, staffing festivals, restoring native plants, and creating murals. Students receive a stipend for some of the activities. The service-learning program is designed to give students an opportunity to learn new skills and to participate in improving their community. Last year, the CommunityWORKS service-learning component provided a total of 1,400 hours of volunteer labor to the community.

**Continuing to offer alternative high school options.** YouthWORKS has established an accredited alternative high school for students who were not being effectively served by a traditional high school education. The program achieved a 100% graduation rate in the program over the last two years; the graduation rate has not fallen below 80% since the program was established five years ago. The target populations for this school are high school dropouts age 17 to 24 who require additional credits, GED assistance, or support to pass the State exit examination. The curriculum is career focused and college-level courses are provided by Contra Costa Community College.

**Developing leadership development opportunities.** Through YouthWORKS, participating youth are enrolled in project-based training that includes units on leadership, teamwork, problem solving, decision-making, and conflict resolution. Required life skills courses utilize local professionals, consultants, and community members to provide workshops related to psychology of achievement (Maslow), college preparation, health and nutrition, career preparation and advancement, and financial literacy (partial list). These educational opportunities provide learning in the kinds of work-related soft skills that employers identified as important in the online survey, the results of which are summarized in Appendix B.

ii. **Increasing Opportunities for High School Students and Disconnected Youth to Transition to Post-Secondary Education and Careers**

The RWIB has developed a range of strategies to expand the options for high school students, and disconnected youth in particular, to transition to post-secondary education and careers. These strategies are described below.

**Preparing at-risk and in-risk youth for post-secondary educational opportunities.** Specific examples of support include assistance with financial aid applications, referrals and tuition assistance for basic skills remediation, and credit catch-up for in-school youth during the academic year, as well as preparation for passing the California High School Exit Examination (CAHSEE), required to receive a high school diploma. Services are tailored to individual participant needs and goals and can be provided “in-house” or referred to service providers, depending on the individualized service plan.

**Strengthening linkages between academic and occupational learning targeted to school age youth.** All high schools in Richmond now host college and career academies. We work to ensure that students' class schedules reflect participation in the academy most in keeping with their identified career goals. In addition, we link their school academy and career goals to their summer work experience. All such plans are consistent with state education requirements and school policies and rules.

**Providing options to youth who have dropped out.** School-age youth who enter the program as school dropouts will have the choice of pursuing their High School Diploma or the GED. Should they choose the former, they will be enrolled in a local alternative high school to catch up on their credit requirements and will then be enrolled in the 'home' high school to be tracked through graduation. Additional alternatives include re-entry via the County Office of Education's alternative school program, where students qualify and/or enroll in the Regional Occupation Program Center (ROP). In some cases we are able to enroll youth in Contra Costa College's alternative high school where they can obtain both high school and college credit for their class participation. The coordination of education and training is provided as a supportive service through the year round case-managed program that utilizes the staff and resources of the youth-friendly One-Stop Career Center.

**Providing preparation for unsubsidized employment opportunities to youth who do not attend school full time.** Youth will have the option to attend part-time institutional job readiness training, limited intern work experience, on-the-job training and/or other subsidized work experience or job training programs that are available.

**Strengthening linkages with intermediaries and business representatives to enhance youth service capabilities.** The School to Career program in the local high schools has strong linkages to the employer community. Many community-based youth-serving agencies, including those that participate in our Summer Youth Employment Program, also have effective linkages to businesses willing to employ youth. All of these various ties to the community will be used to create work experience and career opportunities for youth enrolled in the program. In addition, Richmond Employment and Training Department, of which YouthWORKS is a division, operates RichmondBUILD, a nationally acclaimed pre-apprenticeship construction training academy that provides slots for identified YouthWORKS clients, and we have a number of in-house work experience programs available.

**Providing alternative secondary school services through programs in place at local public and private education agencies.** In addition to the "in-house" alternative high school, several RWIB and Youth Council members are connected with all the local alternative schools and are able to facilitate referral of eligible students who need to complete secondary school to these alternative schools. This enables the RWIB Youth program to offer a wider array of educational alternatives to youth participants.

**Continuing to include academic and workplace learning in the Summer Youth Employment Program.** The SYEP program is now directly linked to academic and occupational learning, and some summer employment opportunities offer academic credit to students enrolled in a local school. This component will be strengthened and expanded to increase the number of students with access to this resource. Summer employment also includes occupation specific training for youth in their identified career pathway, which can provide additional education and training experiences to include in their career portfolio.

**Continuing to offer a variety of workplace learning opportunities to youth.** Paid and unpaid work experience is achieved through placement of youth in internships and job

shadowing opportunities. Youth are placed in work experiences and participate in informational interviews and mock interviews with local employers as a part of career exploration and pre-employment skills. Occupational skills training will be provided to youth and will include options such as limited intern work experience, part-time and full-time institutional training, and on-the-job training opportunities. Programs providing industry recognized credentials or certificates will be prioritized.

**iii. Description of the Local Area or Region's Eligible Youth Population and Their Unique Needs**

The City of Richmond's eligible youth population includes a significant proportion of youth who possess barriers to self-sufficiency that range from homelessness, to teenage parenthood, to participation in the juvenile justice system. According to statistics compiled by United Way, the youth unemployment rate in Richmond averages 25% for youth 16 to 21, with that rate reaching as high as 60% among youth who reside in marginal neighborhoods where the school dropout rate mirrors the unemployment rate. Foster youth are particularly vulnerable to academic failure, as are homeless youth. As mentioned previously, the 68% district pass rate on the California High School Exit Exam for the West Contra Costa Unified School District is significantly lower than the statewide rate of 81%. The district dropout rate is 18.6%, while John F. Kennedy High School, one of the two high schools that serve students in Richmond, has a rate of 34.6%.<sup>37</sup>

The work of the RWIB focuses on at-risk youth, and has identified the following as primary risk factors for youth in Richmond: alcohol/drug use, family poverty, inter-generational history of problem behavior, low academic aspirations, low school attachment, exposure to violence and racial prejudice, gang-involved peers/relatives, and gang membership. Many of the youth who are served by the RWIB experience multiple risk factors, and those with exposure to four or more of these risk factors are prioritized for enrollment and services.

The greatest need for Richmond youth is support to attain the education and continuing college or career training that will lead to sustainable employment, independent living, and being a contributing member of the local community. While all services are individualized, youth with special circumstances may also need customized services, including teen parents, those who have had significant contact with the Juvenile Justice system, or youth who are within or emerging from the foster care system.

**iv. Youth Activities Available in the Local Area or Region**

Youth activities that we sponsor or partner with others to sponsor are detailed below.

**Summer Youth Employment Programs**

The Summer Youth Employment Program is coordinated by YouthWORKS, and sponsored by the City of Richmond, Chevron, Mechanics Bank, Levine-Richmond Terminal, Richmond Pacific Railroad, Simms Metals, Contra Costa County Economic Opportunity Council, and the Council of Industries. The program provides Richmond youth, age 15 to 21, with up to 100 hours of paid career path work experience over the summer months. Participants are required to complete pre-employment trainings in soft skills, resume writing, academic and career assessment, and sexual harassment. Staff screen youth for employability based on academic achievement and interests, as well as participation in the mandatory workshops.

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<sup>37</sup> California Department of Education, Cohort Outcome Data for the Class of 2011-12, Report Accessed 4/11/2013.

The Project includes collaborations with West Contra Costa Unified School District (WCCUSD) Special Education Department, Student Conservation Association, Kaiser Optical, Mechanics Bank, Coronado YMCA, Rising Sun Energy Services, WCCUSD Linked Learning Program and other Richmond-based youth serving organizations. YouthWORKS will place 265 Richmond youth into these opportunities during the summer of 2013, 40 of whom are identified as youth at highest risk of involvement in criminal activity. It is the commitment of the YouthWORKS program to expand both collaborations and participant numbers over the next five years, as well as work with other local agencies to assist them with developing their own summer employment programs for local youth.

### **Richmond YouthWORKS**

Richmond YouthWORKS is a part of the City of Richmond's Employment and Training Department and is focused on youth development, academic achievement, community service, employment, and training for high school aged youth and young adults aged 15 to 21. The City has provided a building at 2705 MacDonald Avenue to house the program and to provide a youth-friendly environment. YouthWORKS offers after school academic support for in-school youth; an accredited high school for those aged 16 to 24 who still need a high school diploma; workshops in work readiness, health, nutrition, life skills, team building, and leadership; as well as career exploration through pre-employment training, job shadowing, internships, and job placement.

The City of Richmond has created a Youth One-Stop delivery system focused directly on the needs of youth in the community. The One-Stop provides K-12 academic support, social services, a full computer center, and recreation services through our local Police Activities League (PAL) and Recreation Department, local community college providers, community-based organizations and individuals that focus on youth, employment and training. The Youth One-Stop Center is directly linked to job bank networks through the computer centers and gives youth aged 15 to 21 the ability to access the same services that the adult One-Stop delivery system offers, as well as other specific services for youth.

### **WCCUSD College Career Academies**

The West Contra Costa Unified School District operates more than 20 college and career academies within its schools, designed to provide students with opportunities for productive engagement with the world outside of school. Current academy themes include: Health, Information Technology, Law, Media, Engineering, Hospitality, ACET (Architecture, Construction, Engineering and Technology), Biotechnology, GEET (Green Engineering and Energy Technology Pathway), Environmental Studies, and Creative and Performing Arts. Academy career themes are selected based on industries that are thriving in the local region and that can provide a critical mass of business and community partners interested in supporting the program. Employers from a group of companies in the sector identified for each academy serve as partners, participating in a steering committee (along with teachers, administrators, and often parents and students) that guides program development and operation. These industry partners also help to provide a range of opportunities for students to connect with and learn about the workplace.

### **National Park Service (NPS)**

The National Park Service has become an important RWIB partner. Contra Costa County is home to five national parks or historic sites (Eugene O’Neil National Park, Port Chicago National Park, John Muir House National Park, Rosie the Riveter National Park, and the WWII troop ship, USS Red Oak). NPS has partnered with Hometown: Richmond! to raise youth awareness of civic responsibility through service learning, with an emphasis on preparing them for future careers in the agency. NPS has estimated that they will lose 70% of their staffing nation-wide over the next seven years due to retirement alone. The NPS has trained youth to be docents at the national parks and historic sites. The RWIB is a partner in a one-year \$14,000 grant from the National Park Foundation to partner with Sunnyside Organics in creating a hydroponic garden for youth to grow produce and to sell it at a local farmer’s market. It is the intention of the RWIB to expand this program over the coming years, as well as explore the development of additional cooperative and entrepreneurial-based employment. In addition, NPS staff provide an annual camping trip at the end of the school year that offers many of the participants with their first exposure to a non-urban environment.

### **CommunityWORKS/Service Learning**

YouthWORKS engages students in service learning projects through partnerships with community organizations. The community service projects encourage students to analyze situations, exercise critical thinking skills, communicate ideas, and exhibit positive behaviors. The projects help students develop a deeper understanding and appreciation of their community by providing opportunities to create tangible improvements to their neighborhoods that will be evident throughout their passage into adulthood and beyond. In the Open Circle Project, youth participated in redesigning the Richmond Greenway and creating a new public open space with murals and activity areas. Students took part in a welding workshop that created bike racks of their own design and manufacture for several locations along the Greenway. Youth in the Adopt-a-Tree program canvassed Richmond to find local residents willing to care for a street tree if it was planted for free. Once sites and trees were selected, youth volunteers partnered with the City’s Public Works Department to plant them.

YouthWORKS partners with Urban Tilth, Common Vision, The Watershed Project, Pogo Park, Sunnyside Organics, CURME, Center for Human Development, the National Park Service, Groundwork, and the Green Screen Team, which documents the projects. Straight Talk on Prison (STOP) is the primary service provider for the after-school Academic and Community Service program. Participants provided over 1400 hours of volunteer labor to the community in 2012 and are on track to exceed that achievement in 2013. It is the intention of the RWIB to continue and expand community service opportunities and delegate a growing portion of program planning, operations, and leadership to the participants themselves, by scaffolding them up to staff positions as a work experience opportunity.

#### **v. CLEO and Local Board Strategies to Promote Collaboration Between the Workforce System and Youth-Serving Entities**

The RWIB will continue to promote collaboration to serve youth through a variety of strategies, including those identified below.

**Continuing to serve as a key networking resource for youth-serving systems.** The Richmond YouthWORKS Program has established partnerships with the agencies providing the majority of youth services in our area, including juvenile diversion, alternative education, GED instruction, physical and mental health services, job readiness, career counseling, job placement,

substance abuse treatment, and youth development. Although numerous other services exist, they are not always available in sufficient quantity or are not accessible to those youth who are most in need of them. The Richmond YouthWORKS One-Stop Center is the conduit for facilitating the coordination of resources among the primary youth-serving agencies and smaller neighborhood-based community and faith-based organizations.

**Promoting local government support of youth education and workforce services.**

The City of Richmond has made a strong commitment to youth education. The Mayor ensures that \$300,000 is included in the city budget for summer youth employment and has secured \$50,000 in matching funds for the after school Academic Program from the Stephen D. Bechtel Jr. Foundation. In addition, the program is working with WCCUSD to secure real time data related to student achievement, attendance, and needs.

**vi. Organizations or Bodies Designed to Guide and Inform an Integrated Vision for Serving Youth in the Regional Economy**

The Youth Council has been established as a subcommittee to the board to improve youth programs and to act as an advocate in the community for youth. The Youth Council is committed to improved linkages between academic and occupational learning and other youth development activities in the area.

The City of Richmond has a vast group of competent, highly respected youth providers to draw upon for the membership of the Youth Council. The Youth Council is currently comprised of prominent senior business executives, representatives from social service agencies, education providers, and leaders of local community-based organizations. The committee is the RWIB's architect of a comprehensive youth service delivery system and is charged with identifying successful youth policy, high-quality programs, and integrated delivery systems. The Youth Council takes the lead role relative to youth planning, programming, and accountability. This includes active participation in the evaluation of youth programs.

Coordination with Job Corps and other youth programs will occur through the Youth Council. At a minimum, membership on the Youth Council will include a representative from the Job Corps, the Probation Department, Foster Care, CalLearn, the Commission for Children, Youth, and Families, K-12 Education, the community college, Adult Ed, National Park Service, and the Housing Authority. Coordination with Youth Opportunity Grants will occur through the Youth Council's oversight of WIA youth programs.

**vii. Developing Demand-Driven Models in Partnership With Business and Industry to Bring Youth Into the Workforce Pipeline**

The RWIB continually assesses trends in business and industry to predict what skills will be needed by employers within the next two to ten years. The RWIB uses a number of strategies to prepare youth to achieve the right skills, which are described in the list that follows.

**Expanding summer employment opportunities.** These will include specific occupational training for youth from 16-21 years of age in their identified pathway and portfolio development. Training will be designed to give them meaningful work experience. Some summer employment opportunities will grant academic credit to those in the local school system. Approximately one quarter of summer employment youth participants are selected for additional employment at the organization where they worked following their summer employment experience.

**Strengthening linkages between WCCUSD college and career academy programs and post-secondary education and training.** College and career academies provide a tremendous resource for helping students enter the workforce pipeline and prepare for further training to enable them to obtain well paid employment in priority sector industries. The RWIB will work with K-12, college, and employer partners to strengthen the articulation between K-12 career academies and post-secondary education and training. To this end, the Executive Director of the RWIB is a member of the Steering Committee that is guiding the development of a new strategic plan for the West Contra Costa Unified School District, which will enable the RWIB to help shape the vision and goals of the district with regard to student career preparation.

**Continuing and expanding paid and unpaid work experience opportunities through placement of youth in internships and job shadowing opportunities.** Youth are placed in work sites and participate in informational interviews and mock interviews with local employers as a part of career exploration and pre-employment skill development. Preparation for unsubsidized employment opportunities will be provided to youth who have the option to attend part-time institutional job readiness training, limited intern work experience, and on-the-job training opportunities.

**Offering occupational skills training to youth who will be given the option to complete their training through limited intern work experience, part-time and full-time institutional training and on-the-job training opportunities.** Many community-based youth serving agencies, including those that have run summer youth components, also have effective linkages to businesses willing to employ youth. All ties to the community will be used to create work experience and career opportunities for youth enrolled in the program.

**Collaborating on the provision of alternative secondary school services through programs at local public and private education agencies.** Several RWIB and Youth Council members are connected with the local alternative schools and are able to facilitate referral of eligible students who need to complete secondary school to these alternative schools.

**Expanding opportunities for youth to participate in project-based learning.** These opportunities are currently provided through RichmondWORKS program units on teamwork, problem solving, decision-making, and conflict resolution. Projects include community and environmental activities and are linked primarily to the community service activities previously outlined. Projects have included design and manufacturing (public bike racks), open space/park design, urban gardening (with curriculum designed in-house and meeting state education standards) and marketing and communication.

**Continuing to leverage additional funding for youth education and workforce training.** RWIB has made raising funds for youth employment training and services a high priority. Costs of youth employment training are currently paid through locally raised funds, the City's General Fund, and corporate and individual contributions.

**viii. Practices Used to Ensure Continuous Quality Improvement in the Youth Program**  
We undertake continuous quality improvement through the strategies described below.

**Conducting continual data collection, analysis, and modification of programs to improve results.** Performance data and feedback is regularly collected from young people, their parents/guardians, and businesses to continuously improve both the system and the individual programs. Qualitative monitoring, on-going capacity building, and in-service staff training will be undertaken as needed. Promising practices and lessons learned are shared across the system.

As a part of our continuous improvement plan we will adopt specific goals for annual adjustments in the number of youth who are served by our programs.

**Establishing clear goals for each program.** Youth programs will have well-defined goals and processes that are easily understandable, measurable, and accountable. Measurements will emphasize participant success and collaboration rather than competition between students. The system will be flexible enough to accommodate change. We recognize that programs have to evolve to meet the youth culture and remain relevant. We use focus groups with current participants to evaluate program outcomes and relevance.

**ix. CLEO and Local Board Strategies, Goals and Objectives for Ensuring that Youth Most in Need of Assistance can Achieve Career Goals**

We are committed to ensuring that our services reach those most in need of assistance through the following approaches.

**Continuing to focus services on youth with multiple risk factors.** All RWIB programs are designed to meet the needs of youth who are at 70% of the federal poverty level and below and who are academically challenged. Foster youth and homeless youth are also automatically eligible for the program. The RWIB focuses on at-risk youth and has identified the following among risk factors that affect them: alcohol/drug use, family poverty, family history of problem behavior, low academic aspirations, low school attachment, exposure to violence and racial prejudice, gang-involved peers/relatives, and gang membership. Youth with exposure to four or more risk factors are given priority in enrollment and services.

The RichmondWORKS One-Stop Centers will meet the needs of the special populations described above through the delivery of core, intensive, and training services. The RWIB has adopted the following policies with regard to eligibility for service:

“No individual will be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any program or activity because of race, color, religion, sex, national origin, age, disability, political affiliation or belief.”

“All staff offices, One-Stop Centers and organizations and agencies receiving funding from the RWIB will conform and comply with the Americans with Disabilities Act.”

**Designing programs that address the needs of special youth populations.** The RichmondWORKS One-Stop Centers will meet the needs of the special populations of youth described above through the delivery of core, intensive, and training services. Information regarding RichmondWORKS services will be sent to the appropriate agencies and organizations that serve diverse youth. Special community events, such as Job Fairs or Job Search clinics, are held that focus on one or more of these subgroups.

Those with limited English proficiency will be served by One-Stop Center staff and partners and referred to appropriate ESL community resources. Tier I Core Services are available in English and Spanish, and other languages as needed at all One-Stop Centers and Satellite Centers for all job seekers who are 18 years of age or older and have the right to work in the United States.

**Continuing to provide access to youth who have been involved with the criminal justice system.** As many as one-third of youth in our programs have had significant contact with law enforcement, and up to 20 percent of older youth participants have been convicted of a felony. All RWIB services are individualized to meet the needs of participants, including the needs of former offenders. Services for this population are developed in collaboration with officials from law enforcement agencies charged with oversight of the individual. Regular communication is established between YouthWORKS staff and the officials. Parents, partners, and any associated representatives of the participant's faith community are involved in service planning and delivery wherever possible. When necessary, requested, or appropriate, mentorships are developed with a caring responsible adult to assist with service delivery and help youth achieve their goals.

## **6. Administration**

### **a. Leadership of Local Board on Workforce Issues in Comparison to Other Organizations**

The RWIB is the recognized leader on workforce development and business issues in the community. The Board has a high level of credibility because of the diversity of membership from business, education, and public service organizations and the prominence of people serving on the Board. The RWIB Board is the only City of Richmond board that includes members from Chevron, Mechanics Bank, and the Chamber of Commerce and that partners with representatives from the community, housing, and local social service agencies.

The RWIB will continue to serve in a leadership role on workforce issues in Richmond and in the wider East Bay region. The RWIB draws together a wide spectrum of partner organizations that contribute to the health of the local economy and seeks to prepare residents for effective participation in the workforce. These include the business sector, economic development experts and organizations, public agencies, education, organized labor, and community-based organizations.

The RWIB has a strong and unique relationship with the City of Richmond and has been directly involved in crafting city policies that affect economic and workforce development. In addition, close relationships to the City's Planning, Housing, and Community Development Departments enable the RWIB to anticipate needed training and education and to identify public/private partnership opportunities.

### **b. Consideration of Regional Training and Education Pipeline in the Local Planning Process**

The RWIB is well connected with college and career academies, after-school programs, the community college system, and the work of community and faith-based organizations. Formal and informal processes have been employed to gather information and suggestions from our education and training partners and to develop a plan that takes into account the strengths in our local system and identify where gaps exist. The RWIB will keep an active inventory of all regional educational and training opportunities available to Richmond residents and will identify employer and participant gaps. Based on our analysis of the regional training and education pipeline, the plan includes strategies for making full use of the areas where the greatest strengths exist, and developing resources and helping to build programs in the areas of greatest need.

### **c. Involvement of Key Stakeholders in the Local Planning Process**

The local planning process has engaged key stakeholders in a variety of ways. The RWIB Board, with its diverse membership, has been actively involved in the development of the plan, through the review of drafts and the dedication of time during the April 2013 Board meeting to a discussion of strategies. The RWIB has made use of data from an online survey conducted by the Workforce Development Board of Contra Costa County in February of 2013, which was distributed to 6,500 individuals countywide, including residents of the City of Richmond. Respondents to the survey, a summary of which is provided in Appendix B, included a wide range of economic and workforce stakeholders, including priority sector employers and organized labor. RWIB staff have also conducted a wide range of formal and informal conversations with a variety of stakeholders to obtain input for the development of the plan.

**d. Process Used by the Local Board to Invite Public Comment**

Planning meetings were used to discuss each element of the plan with participation from employers, labor organizations, and community-based organizations. Local elected officials were updated and briefed as needed. Business and labor organizations, including small businesses, provided input regarding the employment outlook. Both public and private educational entities provided information and statistics about occupational training, curriculum content, and trends in industry.

An open public meeting was held in the City of Richmond on April 23, 2013 to provide input on the potential strategies included in the plan. Participants included representatives of employers, education, labor, local government, and community-based organizations. The participant input at the open meeting was recorded and is included in Appendix C.

Written versions of the plan were disseminated for public comment on May 13, 2013. Opportunities to comment on the final plan were provided over the subsequent thirty-day period. In addition, opportunities to provide written comments were publicized through the local newspaper. Comments in opposition to the plan are included in Attachment 14, as indicated in the State WIB requirements.

**e. Entity Responsible for Disbursement of Grant Funds**

The City of Richmond has been designated by the Chief Local Elected Official as the local grant recipient responsible for disbursing grant funds.

**f. Description of LWIA One-Stop System**

The Richmond Workforce Investment Board has established a One-Stop Career Center System that operates as a community resource for both job seekers and employers. Its goal is to match the right people with the right jobs. (See Attachment 8 for the address of the One-Stop and its satellites.) Operation of the One-Stop is based on the following principles:

- Streamlined Services;
- Empowering Individuals;
- Universal Access;
- Focus on Outcomes;
- Programs Designed to Meet Emerging Needs; and
- Comprehensive, Integrated Programs for Youth.

The RWIB One-Stop Center and satellites will provide core services, intensive services and access to training. Services will be provided in English and Spanish (or any other language that is appropriate for the geographic community). The One-Stop and its satellites will have TTY line access and meet the requirements of the Americans with Disabilities Act. EDD CAL Jobs will be available at all sites. Access to Unemployment Insurance and Veterans representatives will be available at the One-Stop Center, and Veterans Services will be available on a regular basis at the satellite sites.

**g. Process for Designating and Certifying One-Stop Operators**

The RWIB and the Chief Local Elected Official, the Mayor of Richmond, have designated the City of Richmond staff to operate the RichmondWORKS One-Stop Centers.

**h. Services Provided in each One-Stop in the LWIA**

The following services will be available at the Richmond One-Stop Center and its satellites to individuals who are 18 years of age or older and have the right to work in the United States:

- Outreach, intake, profiling, and orientation to the One-Stop Career Center system;
- Initial assessment of skill levels, aptitudes, abilities, and support services;
- Labor Market Information;
- Consumer reports and performance information;
- One-Stop partner services and supportive services;
- Information on filing UI claims;
- Resource Room usage;
- Group sessions (for example, writing a resume);
- Job Referral (ES referrals in non-exclusive hiring arrangements, short term or seasonal placements);
- Registration into Cal Jobs;
- Internet browsing to find career, employment, and training information;
- Talent referrals (ES staff referrals of resumes without further screening); and
- Assistance in establishing eligibility for additional assistance including WIA intensive and training services, Welfare-to-Work, and non-WIA training and education services.

Specific services available to job seekers who are unable to find employment include:

- Individual assessment;
- Job search workshops;
- Job resource centers with computers, phones, fax machines, and employment information;
- Career counselors;
- Basic skills training;
- English as a Second Language (ESL);
- Job placement assistance;
- Training/retraining in demand occupational skills through individual training accounts, work experience, customized training, and On-the-Job Training;
- Employment Development Department services;
- Access to child care, transportation, and other support services;
- Individual service strategies/Individual Readjustment Plan/Case management;
- Entrepreneurial training; and
- Follow-up services for one year.

Access to these services is provided through a three-tier delivery system that ranges from self-directed, low-cost services to intensive services that require an assessment of need, a longer-term financial commitment, and more extensive participation on the part of the job seeker. The delivery system is divided into three tiers:

- Tier I provides self-directed manual and electronic access to directories, job matching services, and labor market information such as Cal Jobs and CHOICES.
- Tier II requires staff assistance and intervention. At this level, we provide intake, enrollment, and a detailed assessment, followed by information on employment, education and training opportunities and, where needed, supportive services. Intake staff and the customer jointly develop an individual service/readjustment plan.
- Tier III may include any or all of the following: case management, in-depth counseling, basic skill training, occupational training through work experience, on-the-job training or customized training, and follow-up services. Financial resources are committed through Individual Training Accounts.

**i. Strategies to Ensure Accessibility of LWIA One-Stop Training Programs and Services**

City support and multiple funding sources facilitate provision of services to specific populations, including dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities). Organizations and entities that serve these targeted groups as their primary clients are in partnership with the One-Stop. The RWIB will pursue the strategies that follow to ensure the accessibility of LWIA One-Stop training programs.

**Publicizing information regarding services to the appropriate agencies and organizations that serve diverse populations.** As indicated earlier, partner agencies that serve a sufficient number of individuals from special populations will be given the opportunity to place a representative directly in the One-Stop Center, or partner with the One-Stop as a satellite serving that population. If necessary these relationships will be defined by an MOU negotiated between the organization and the RWIB. Special community events, such as Job Fairs or Job Search clinics, are held that focus on one or more of these subgroups.

**Providing appropriate services for individuals with limited English speaking ability.** Those with limited English speaking ability will be served by One-Stop Center staff and partners and referred to appropriate ESL community resources. Tier I Core Services are available in English and Spanish and other languages as needed at the One-Stop Centers and Satellites for all job seekers who are 18 years of age or older and have the right to work in the United States.

**Providing services that address the unique needs of veterans.** As indicated in the Adult Strategies section (page 27) One-Stop Center staff and EDD partner staff have collaborated to develop priority service provision procedures for veterans. Local Veterans Employment Representatives/Disabled Veterans Outreach Program Services (LVER/DVOPS) will also be co-located in at the RichmondWORKS One-Stop Center, with referral training provided to reception staff.

**j. Strategies to Support the Creation, Sustainability and Growth of Small Business**

Small business is very important to the City of Richmond as demonstrated by the support of city policies that help to sustain their growth, such as local employment ordinances, business opportunity ordinances, the living wage ordinance, and the City's revolving loan fund. RWIB small business support strategies include the activities described below.

**Sharing information with our small business partners designed to increase their likelihood of success.** This information will help them better navigate regulations, services, and resources related to business planning, regulatory guidance, credit, loan applications, financial management, marketing, and website development – complementing services and resources that are out of the realm of Richmond LWIA program services.

**Leveraging the substantial contracting and procurement activities generated by new businesses and institutions coming in to Richmond.** The ongoing services and resources required by entities such as the LBNL represent a large potential source of jobs and economic development. Small local businesses have been unable to access these opportunities because of a lack of understanding of the processes for contracting with a major public or private employer, and/or a lack of capacity in areas such as management and information technology, and/or a lack of access to the levels of bonding or insurance required by large contractors. We will assist small businesses in attaining these capacities.

**Developing programs that offer easily accessible training and support needed by small business owners to leverage opportunities.** We will develop training in an array of skills related to business operations (including business management, use of capital, IT, marketing, etc.) to help small local businesses meet contracting and procurement requirements and we will provide ongoing mentoring programs for participating small businesses. The RWIB and the City of Richmond will continue its work with the Chamber of Commerce and the Hispanic Chamber of Commerce to support small business through the Escalante Center, which provides no-cost computer training in English and Spanish, along with other mentoring and instruction from retired executives in areas such as developing a business plan.

**k. Strategies to Ensure Sufficient Resources for Training in Priority Sectors**

The RWIB will develop sufficient training resources for priority sectors through the strategies identified below.

**To ensure that training resources are being spent appropriately to support training in priority sectors, the RWIB will engage in a continuing assessment of data regarding the size and growth of workforce opportunities in particular industry sectors.** The Board will maintain a current database on the number of participants in training programs throughout the county. The RWIB will make this information available to training providers on a regular basis to inform their deployment of training resources. For sectors with a clear shortage of resources, the RWIB will pursue a broad range of sources to bring additional funds into the region.

**Continuing to pursue a broad range of funding sources for training support.** The RWIB pursues all available funding to support its programs. During the past year, RWIB obtained support from 41 different funding sources.

**i. Using WIA Funds to Leverage and Braid Other Federal, State, Local and Private Resources**

**The RWIB will continue its strong track record of leveraging and braiding other funding sources to extend the impact of WIA dollars.** As the amount of WIA funding available to local boards has diminished, the RWIB has made it a key priority to use WIA funds as a means for accessing additional funding from a range of other sources. The RWIB has become one of the leaders in the state at leveraging baseline WIA formula funds for its services to employers and job seekers. Examples include ongoing programs such as RichmondBUILD and the FLOW initiative.

The primary sources for leveraged grant funds are EDD and the federal Department of Labor. Examples of past state and federal workforce agency grants include the Governor's 15 percent funding and YouthBuild. We have also successfully applied for other agency, county, foundation, and corporate funding. A partial list of additional funding sources includes: the Environmental Protection Agency, the Department of Housing and Urban Development, the San Francisco Foundation, the Chevron Corporation, the Employment Training Panel, and the California Endowment.

**m. Ensuring That ETPL Training Providers Meet Local Needs and Engage in Continuous Improvement**

The RWIB monitors the training providers in the community, in addition to the ones they work with, to assess the quality of the training, and to determine whether the training is meeting the needs of employers and participants. **The RWIB will conduct regular evaluations of its training providers to ensure that they are meeting local workforce and employer needs and are continually improving their outcomes.**

The RWIB will examine the following data to determine participant outcomes:

- Completion rate;
- Employment rate in related occupation at one year;
- Percentage of individuals who obtain unsubsidized employment;
- Wages at placement in employment;
- Retention rate in unsubsidized employment at six months following employment;
- Wages at six months after employment;
- Rate of licensure; and
- Cost per participant.

The RWIB will also conduct surveys and interviews with participants to determine their satisfaction with each of the providers it works with and will survey employers for evaluation of individuals who were trained by a specific trainer.

The RWIB will work with providers who are not performing adequately based upon participant and employer evaluations to identify needed improvement steps.

**n. Serving UI Claimants and TAA Program Service Recipients**

Regional EDD staff are housed at the One-Stop, and provide workshops for UI claimants and TAA service recipients. Workshops are held weekly specifically for UI claimants. Staff are

available to meet with participants every weekday regarding their needs. We provide UI claimants with additional information on all services available, including job search.

In order to strengthen collaboration in serving qualified claimants, RichmondWORKS One-Stop Career Center offers a full array of reemployment and training services to help TAA participants transition back in the workforce. These services range from Wagner-Peyser core services to WIA intensive services. The Wagner-Peyser core services include the use of computers and resource materials, staff assisted job search, assessments, access to staff assisted workshops and job clubs, and community referrals. TAA participants who have chosen to be co-enrolled into WIA have access to WIA intensive services which include, but are not limited to, case management, development of an Individual Employment Plan, supportive services (transportation, tools, etc.), work place training, OJTs/job placement, and follow-up services.

**o. Recognizing Opportunities to Prepare Workers for Green Jobs Through Federal Funding**

The most notable outcome of our effort to prepare workers for green jobs has been the development of the RichmondBUILD Green Career Academy. RichmondBUILD has received national and international recognition as an exemplary green-collar job-training program. The green building standards component includes a basic review of the current California Green Building Standards Code and includes areas such as building performance efficiency, HVAC design, water usage, advanced framing techniques, construction waste reduction, disposal and recycling, and environmental quality. This program has become a model of effective and broad public/private partnership that is focused on developing talent and skills in the high-wage construction and renewable energy fields. To date, RichmondBUILD has put hundreds of local residents to work in the construction and green industries. In addition, RWIB is creating future opportunities through the strategies that follow.

**Continuing to build upon the relationships established with local employers that are participating with the RichmondBUILD Construction Skills/Alternative Energy/Energy Efficiency program funded by Clean Energy Workforce Development funding and key industry employers.** The RichmondBUILD Green Careers Academy has created strong partnerships and opportunities with Green Industry Employers who might not have otherwise connected with our WIB.

**Strengthening education partnerships in the green industry field.** The RWIB has responded to the “green jobs” movement in several ways. We have been partnering with the Contra Costa Community College District and the Peralta Community College District on their Clean Energy Workforce Training Program (CEWTP) grant by providing fiscal and data tracking supportive services, and also assisting with placements for graduates. Along with the RichmondBUILD Green Careers Academy these grants have provided Richmond residents with training and placements in the following green industry sectors:

- Renewable Energy;
- Green Building and Energy Efficiency;
- Transportation and Alternative Fuel;
- Weatherization and HVAC; and
- Environmental Compliance and Sustainability Planning.

**p. Policies in Place for Integrating Federal and/or State Registered Apprenticeship Programs and the Job Corps in the Local One-Stop System**

The RWIB is drafting a policy for compliance with Assembly Bill 554 to ensure coordination of Workforce Investment Act funding and programs with approved apprenticeship programs. The policy and procedures will strengthen coordination with Contra Costa Community College and increase partnerships with apprenticeship programs.

RichmondWORKS serves as a satellite office for Job Corps and we have developed an MOU that describes the respective role for each partner (included as Attachment 9). A Job Corps representative is stationed in our RichmondWORKS One-Stop to disseminate and explain program information and qualifications, recruit students, assess potential students, and keep One-Stop staff current on relevant policies. A Job Corps representative also participates as a member of our Youth Council.

**q. Copy of the Local Board's Bylaws**

A copy of the RWIB's bylaws is included in Plan Attachment 11.

**r. Process for Updating the Local Plan to Include New and Relevant Information**

The RWIB Strategic Plan is designed to be a living document. Many facets of our work depend on conditions in the local economy and must be adaptable to change. Changes in technology, economic conditions, government regulation, and workforce and demographic trends require close attention.

The Board, Board Committees and RWIB staff will develop a monitoring plan that includes review of the strategies and activities outlined by the plan on a quarterly basis to determine what adjustments are needed to achieve our vision of full employment and employer success in Richmond. Changes in strategies will be implemented in response to new developments in the regional economy and changes in the workforce.

**s. Current Integration of Service Delivery, Proposed Strategies to Further Integrate Service Delivery**

RWIB has not yet implemented a Service Integration model. However, we are in discussions with the LWIAs of EASTBAY Works (Contra Costa County, Alameda County and Oakland) to assess what that model could look like in our region.

**7. Memoranda of Understanding**

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See Strategic Plan Attachment 9.

**8. Local WIA Common Measure Performance Goals**

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Included as Plan Attachment 7.

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**Richmond Workforce Investment Board-Strategic Plan 2013 – 2017  
Work Plan: Goals, Strategies, and Action Steps**

**Section 3: Business Services**

**State Goal:** Meet the workforce needs of high demand sectors of the state and regional economies.

**Local Board Goal:** Meet the workforce needs of high demand industry sectors in Richmond and the region.

**Local Board Strategy 3.1:** Coordination of the various business services and resources that support a healthy business environment (Workforce Development, Enterprise Zone, Business Opportunity Ordinance, Contract Compliance).

<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Survey business needs	2 <sup>nd</sup> Quarter, 2014	Survey development, distribution and response rate	Business Service Staff
Business Services Action plan will include: Marketing campaign/Informing businesses of: Workforce Development, Enterprise Zone, Business Opportunity Ordinance, Contract Compliance	Ongoing	Database of businesses; development of marketing material and distribution via traditional and electronic methods, including social media; establish business service needs; develop service delivery plan with WIB approval; establish quarterly reporting goals	Business Service Staff
Provide training and OJTs based upon business input and demand	Ongoing	Establishment of business subcommittee (inc. staff); polling data from business community; development and completion of individualized training plan with aggregation of individualized plan data; track outcomes/completions with quarterly reporting mechanism for improvement adjustment	Counselors Case Managers

**Local Board Strategy 3.2:** Support the expansion of pipeline programs (RichmondBUILD, ROP, Kaiser School of Allied Health) to address anticipated workforce shortages.

<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Continue to operate RichmondBUILD and expand training, i.e., Plumbing, Refinery Operator	2 <sup>nd</sup> Quarter, 2015	Enrollment vs. planned goals; track completion, placements longevity in new job and develop review committee; draft training plan in new categories; creation of training calendar	Counselors Case Managers

**Richmond Workforce Investment Board-Strategic Plan 2013 – 2017  
Work Plan: Goals, Strategies, and Action Steps**

**Section 3: Business Services**

Strengthen and formalize a MOU partnership with Kaiser School of Allied Health to provide preparation classes in Radiology and other Health/Medical related programs	2 <sup>nd</sup> Quarter, 2015	MOU; prep/entry level/prerequisite classes through Adult Ed, Contra Costa College, and Kaiser School of Allied Health; participant recruitment goals established, undertaken and reviewed regularly	Project Coordinator and Business Service staff
Development of an Information Technology Training Center (RichmondTECH)	2 <sup>nd</sup> Quarter, 2016	Create stages (basic, intermediate, advanced) of computer and IT classes linked to certification; review certifications of current training providers, such as Adult Ed., Contra Costa College, Stride Center, Escalante Center, LEAP; create phased plan for creation; estimate center costs; establish budget goals; identify potential funders	Director, Project Coordinator and Business Services staff

**Local Board Strategy 3.3:** Participate in and support the development of City of Richmond policies that support workforce and economic development (for example, Business Opportunity Ordinance and Local Employment Ordinance).

<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Lead the process for semi-annual review of the effectiveness of Local Employment and Business Opportunity Ordinances	4 <sup>th</sup> Quarter, 2013	Semi-annual meeting participation – goals vs. actual; Annual report on each of the Ordinances; recommendations for continuous improvement and possible increase in the thresholds for defining success; report and follow up with policy-makers as to requested improvements	WIB Director and RWIB

**Local Board Strategy 3.4:** Assess needs and offer training to small businesses in Richmond.

<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Work with City of Richmond Finance staff to assess the total number of small businesses in the city based on Business License data	1 <sup>st</sup> Quarter, 2014	Establish threshold definition of small business; compile and update database of Richmond-based small businesses; develop and market small business survey; establish needs/services list; establish phased plan for	WIB Director and Contract Compliance staff; community stakeholders.

**Richmond Workforce Investment Board-Strategic Plan 2013 – 2017  
 Work Plan: Goals, Strategies, and Action Steps**

**Section 3: Business Services**

		implementing services for small businesses; regular planning check-ins as services progress	
Work with Chamber of Commerce, Small Business Development Center, and economic development staff to provide capacity building workshops	2 <sup>nd</sup> Quarter, 2014 and ongoing	Update survey and analysis of capacity building needs; develop schedule for course offerings; obtain feedback for continuous improvement.	RWIB, Business Services staff and stakeholder agencies and businesses

**Richmond Workforce Investment Board-Strategic Plan 2013 – 2017  
Work Plan: Goals, Strategies, and Action Steps**

**Section 4: Adult Strategies**

**State Goal:** Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.

**Local Board Goal:** Increase the number of Richmond residents who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.

**Local Board Strategy 4.1:** Expand partnerships with apprenticeship occupations (building trades, machining, LBNL)

<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Expand the Direct Entry agreements beyond Carpenters and Laborers (Plumbers, Steamfitters, Sheet Metal, Iron Workers, Electricians) with RichmondBUILD	4 <sup>th</sup> Quarter, 2013	Direct Entry agreements; investments of resources from the Building Trades; participant placement, wage, and retention rates	RWIB
Explore a machining apprenticeship in partnership with Lawrence Berkeley National Lab's Fabrication Department	1 <sup>st</sup> Quarter, 2014-on going	Partnership agreement; training curriculum developed and implemented; placement, wage and retention rates when implemented	RWIB and LBNL staff

**Local Board Strategy 4.2:** Replicate the RichmondBUILD model in other industry sectors (Information Technology prioritized)

<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Form RWIB sub-committee	4 <sup>th</sup> Quarter, 2013	Recruitment of sub-committee members; meeting attendance; identify target industries	RWIB staff, Board members
Develop framework and strategy	1 <sup>st</sup> and 2 <sup>nd</sup> Quarter, 2014	Develop, review and approval of strategic plan by RWIB	RWIB staff and Board sub-committee
Secure partnership agreements and identify resource sharing opportunities	3 <sup>rd</sup> Quarter, 2014	Recruitment of partnership businesses; development of MOU/Agreements; development and approval of training modules; Contract/recruit trainers; secure resources and location	RWIB staff and Board sub-committee
Launch of the RichmondTECH Academy	4 <sup>th</sup> Quarter, 2014	Formation of advisory team of partners; recruitment of cohort participants; participant	RWIB staff, Board sub-committee members,

<b>Richmond Workforce Investment Board-Strategic Plan 2013 – 2017</b>			
<b>Work Plan: Goals, Strategies, and Action Steps</b>			
<b>Section 4: Adult Strategies</b>			
		attendance and participation	contracted instructors and resource partners
<b>Local Board Strategy 4.3:</b> Develop and implement partnerships and pathways for “beyond entry-level” career opportunities			
<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Assess careers providing “beyond-entry-level” opportunities	2 <sup>nd</sup> Quarter, 2014 and ongoing	Analysis of career path opportunities and requirements; identify training and certification opportunities and providers; evaluation of resource requirements	RWIB, local colleges, Chamber of Commerce and industry specific organizations
Strengthen partnerships with businesses providing beyond entry level careers	2 <sup>nd</sup> Quarter, 2014 and ongoing	RWIB hosts a “beyond entry-level” job and career fair	RWIB, Chamber of Commerce, training and certification providers (local colleges primarily) and industry specific organizations
Identify training partners and resources for targeted industries/businesses	2 <sup>nd</sup> Quarter, 2014 and ongoing	Identify certification needs for wage enhancement and promotional opportunities; track participants through additional certification opportunities; assess wage gains at Entered Employment and Earning Retention rates	RWIB, Chamber of Commerce, local colleges and industry specific organizations
<b>Local Board Strategy 4.4:</b> Expand partnerships around Career Technical Education with Contra Costa Community College and WCC Adult Education.			
<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Expand partnership with Contra Costa College for development and expansion of CTE programs related to Richmond’s four priority industry sectors; Prioritize participant placement in available opportunities	4 <sup>th</sup> Quarter, 2013 and ongoing	Identify current providers of CTE programs throughout region; training and certification gaps are identified; increased number of CTE program offerings to fill identified gaps, track enrollments, certification and knowledge gains	RWIB, Contra Costa College, WCC Adult Education, Chamber of Commerce plus additional training and college partners throughout East

<b>Richmond Workforce Investment Board-Strategic Plan 2013 – 2017</b>			
<b>Work Plan: Goals, Strategies, and Action Steps</b>			
<b>Section 4: Adult Strategies</b>			
			Bay region
Expand partnership discussions with Adult Education around career pathways focused on the five priority sectors	4 <sup>th</sup> Quarter, 2013 and ongoing	Increased number of residents enrolling in a CTE program and receiving and industry recognized certificate; increased number of businesses supporting and hiring from CTE programs	RWIB, Contra Costa College, WCC Adult Education, Chamber of Commerce plus additional East Bay training and college partners
<b>Local Board Strategy 4.5</b> Develop a pathway for jobs in Process, Instrumentation, and Control Occupations			
<b><i>Action Steps</i></b>	<b><i>Timeline</i></b>	<b><i>Benchmarks</i></b>	<b><i>Responsible</i></b>
Develop plan for information distribution and student placement in appropriate programs	4 <sup>th</sup> Quarter, 2013 and ongoing	Publication of proposal	WIB, Chevron, Los Medanos ETEC, WCC Adult Education, CC College
Investigate possibilities for support services including tutoring, transportation, financial and financial support	4 <sup>th</sup> Quarter, 2013 and ongoing	Proposal submitted to the WIB Board	WIB, Chevron, Los Medanos ETEC, WCC Adult Education, CC College

<b>Richmond Workforce Investment Board-Strategic Plan 2013 – 2017</b>			
<b>Work Plan: Goals, Strategies, and Action Steps</b>			
<b>Section 5: Youth Strategies</b>			
<b>State Goal:</b> Increase the number of high school students, including those from underrepresented demographic groups, who graduate prepared for post-secondary education and/or a career.			
<b>Local Board Goal:</b> Increase the number of high school students, particularly those from underrepresented demographic groups, who graduate prepared for post-secondary education and/or a career.			
<b>Local Board Strategy 5.1:</b> Work with specific business partners to develop a bridge from academic achievement to apprenticeship and employment programs.			
<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Expand resource base for assisting with training programs	Ongoing	Number of new funders and measure of additional resources secured	Youth Council, YouthWORKS staff, Community partners
Identify and evaluate existing opportunities	Ongoing	Number on qualified list vs. number of effective programs available	EDD partners, Youth Council, YouthWORKS staff, Community partners
Identify and enroll qualified participants for training	Ongoing	Number who request training; number enrolled; completion rates; employment outcomes	EDD partners, Youth Council, Community partners and YouthWORKS staff
Develop individualized service plans that incorporate academic and employment goals and removal of barriers to goal achievement		Number enrolled; number participating in group activities; number of successful exits	EDD partners, Youth Council, Community partners YouthWORKS staff
<b>Local Board Strategy 5.2:</b> Strengthen links and partnerships between WCCUSD, as well as other local schools and post-secondary partners, and its sponsored community service, academic and career technical education programs for enrolled YouthWORKS participants.			
<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Maintain and Expand Academic Program Services	Ongoing	CAHSEE pass rates; average daily attendance; GPA; individual class grades; graduation rates	YouthWORKS, STOP, WCCUSD
Maintain and Expand CommunityWORKS community service program	Ongoing	Service hours; activity outcomes; partner evaluations	YouthWORKS, STOP, NPS, Groundwork Richmond Community

<b>Richmond Workforce Investment Board-Strategic Plan 2013 – 2017</b>			
<b>Work Plan: Goals, Strategies, and Action Steps</b>			
<b>Section 5: Youth Strategies</b>			
			partners
Maintain and Expand in-house Charter High School	4 <sup>th</sup> Quarter, 2013 and ongoing	Enrollments; CAHSEE pass rates; daily attendance; GPA; graduation rate	YouthWORKS, John Muir Charter, Schools
Accredited Summer ROP programs	3 <sup>rd</sup> Quarter, 2013 and ongoing	Completion rates; participant evaluations	Education partners (CCCC, County Office of Education, WCCUSD), Community partners, YouthWORKS and Youth Council
Create and Implement Digital Literacy Standards	4 <sup>th</sup> Quarter, 2013 and ongoing		Education partners (WCCUSD), Community partners
Post-secondary preparation and support	4 <sup>th</sup> Quarter, 2013 and ongoing	Participation rates; attendance; number successfully receiving financial aid; post-secondary enrollments and attendance; GPA and graduation rates	Education partners (CCCC, CoE, WCCUSD), Community partners (STOP, Invest in Kids, EOP), YouthWORKS and Youth Council
<b>Local Board Strategy 5.3: Partner with employers, educators, and others to help youth understand career pathway options.</b>			
<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Identify and recruit employment mentors	4 <sup>th</sup> Quarter, 2013 and ongoing	Numbers recruited; successful matches	Youth Council and Employment partners
Identify and recruit businesses for job shadowing	4 <sup>th</sup> Quarter, 2013 and ongoing	Numbers recruited; successful matches	Youth Council and Employment partners
Expand SYEP worksites	Annually each year beginning in January	Number recruited; successful matches; employer evaluations	Youth Council and YouthWORKS staff
Create off-summer work	4 <sup>th</sup> Quarter	Number of additional	Youth Council,

**Richmond Workforce Investment Board-Strategic Plan 2013 – 2017**

**Work Plan: Goals, Strategies, and Action Steps**

**Section 5: Youth Strategies**

experience opportunities	2013 and ongoing	Community partners; amount of increased funding; number of participants placed; number of participants completing with evaluation	Community partners, Employment partners, YouthWORKS staff
Maintain Pre-employment workshops and trainings	Annually each year beginning in January	Number of workshops delivered; attendance; completion rate	Youth Council, Employment partners and YouthWORKS staff

**Richmond Workforce Investment Board-Strategic Plan 2013 – 2017**  
**Work Plan: Goals, Strategies, and Action Steps**  
**Section 6: Administration**

**State Goal:** Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

**Local Goal:** Provide support to system alignments, integration of services and continuous improvement, by using local economic and workforce data as a support for policymaking that is evidence-based.

**Local Board Strategy 6.1:** Continuously review the performance of programs and initiatives and encourage and ensure ongoing improvement.

<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Develop template for Performance Review of programs and initiatives	1 <sup>st</sup> Quarter, 2014	Review and input for RWIB; Template approved by RWIB	RWIB Director
Develop annual schedule for review and emulation	1 <sup>st</sup> Quarter, 2014, review annually	Annual schedule created; track performance; develop tactical alternatives where appropriate to insure continuous improvement in service delivery and outcomes.	RWIB Director, staff and Board members

**Local Board Strategy 6.2:** Effectively communicate the results of our efforts with the community.

<i>Action Steps</i>	<i>Timeline</i>	<i>Benchmarks</i>	<i>Responsible</i>
Host an annual review and discussion on system alignment and service integration with key stakeholders	Every 2 <sup>nd</sup> Quarter	Schedule annual event; attendance, criticisms and suggestions are used to develop a mechanism for incorporating feedback into tactical alternatives for service delivery	RWIB, Board and staff
Develop annual reporting on program performance	Every 3 <sup>rd</sup> Quarter	Draft report prepared for RWIB Board review, including analysis of potential improvements and tactical changes; Annual Report posted on E and T Department Website	RWIB, Board and staff

**Richmond Workforce Investment Board-Strategic Plan 2013 – 2017**

**Work Plan: Goals, Strategies, and Action Steps**

**Section 6: Administration**

Identify and implement social marketing opportunities (such as Facebook), increase traffic to Department website	1 <sup>st</sup> Quarter, 2014 and ongoing	Poll participants, customers, and community as to social web sites most utilized; work with IT providers to develop/design effective communication models; track traffic to website(s)	RWIB staff and resource partners.
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## **Summary of Responses to Online Survey Regarding Strategic Plan Content**

The Workforce Development Board of Contra Costa County distributed a regional online survey to a contact list containing more than 6,500 individual addresses in February of 2013. This list included a diverse range of stakeholders, including business, economic development, education, labor, community-based organizations, public agencies, elected officials, and others. A total of 348 recipients completed the survey questions. The distribution of respondents included the following: Business-34%, Government-18%, Community-based Organization-14%, Education-11%, Job Seeker-9%, Economic Development-3%, Other-11%.

Among business respondents to the survey, the following sectors were the most heavily represented: Manufacturing-13%; Professional, Scientific and Technical Services-13%; Health Care and Social Assistance-12%; Retail Trade-7%; Real Estate Rental and Leasing-6%.

### **Economic Ratings for Contra Costa County:**

- 61% of respondents ranked the local economy as satisfactory or good
- 70% of respondents ranked the business climate in the county as satisfactory or good
- 56% of respondents ranked the climate for small business as satisfactory or good

### **New Employee Skills - Top 4 skills/knowledge areas identified by businesses as most important when hiring new employees:**

1. Social Skills (e.g. Coordination, Instruction, Negotiation, Persuasion, Service Orientation, Social Perspective)
2. Workplace Behavior and Values
3. Technical Skills and Knowledge
4. Complex Problem-Solving Skills

### **WDB Strategies – Top 3 strategies identified as important for assisting with meeting the human capital needs of businesses in Contra Costa County and the greater East Bay region:**

1. Provide access to local technical or business professionals that can provide assistance on a contract basis
2. Provide pre-screened workers to fill job openings
3. Provide pre-employment testing services for candidates pursuing specific job openings

### **Local Assets – Top 3 assets identified as contributing to the economic vitality of our local area/region:**

1. A highly diversified labor force, including educated professionals and workers with technical skills
2. Growing innovation industries, including engineering, scientific R&D, biotechnology, and clean energy
3. An extensive transportation and communications infrastructure that connects workers and goods within the region and to global markets (highway, rail, water, communications, etc.)

### **New Job Industries – Top 5 industry categories identified as being poised to add a substantial number of new jobs to the local area/region:**

1. Health Care and Social Assistance
2. Information (includes Communications Technology)
3. Professional, Scientific, and Technical Services (includes Bioscience)
4. Construction
5. Manufacturing

**Skill Gaps – Top 3 skills/knowledge areas identified as gaps or educational needs among job seekers:**

1. Basic Skills and Knowledge (e.g. Math, Science, Reading, Writing, Speaking)
2. Social Skills (e.g. Coordination, Instruction, Negotiation, Persuasion, Service Orientation, Social Perceptiveness)
3. Technical Skills and Knowledge (e.g. Equipment Selection, Installation, Operation and Control; Operation Monitoring; Programming; Quality Control Analysis, Technology Design, Troubleshooting)

**Local Board Actions – Top 3 actions recommended to enable the Local Board to be more effective in meeting the needs of job seekers and businesses in our County:**

1. Developing partnerships that will help plan, organize, and deliver workforce services to employers and job seekers
2. Support innovation that adds jobs by expanding existing businesses or creating new start-ups
3. Sector-based initiatives that focus on the needs of businesses and job seekers in a specific industry

**Job Seekers – Top 5 categories of job seekers with the greatest need in the local area:**

1. Individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities)
2. Low- and very low-income individuals
3. Dislocated workers
4. Veterans
5. Public assistance recipients

**Youth Challenges – Top 4 challenges facing young people in our County:**

1. Low educational achievement
2. Family poverty
3. Lack of positive adult role models
4. High levels of family stress

**Youth Strategies – Top 5 strategies and/or programs in the area of youth education and training that are most useful/beneficial for your organization:**

1. Career guidance for youth
2. Partnerships with businesses
3. Academic enrichment
4. Employment placement assistance
5. Summer employment

**Visibility – Top 3 actions recommended to increase Local Board visibility in our County:**

1. Expand collaboration with local business or industry groups
2. Expand partnerships with industry leaders
3. Sponsor internship programs that help new graduates gain experience

## Summaries From Public Meeting Input to Strategic Plan

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The Richmond Workforce Investment Board held a public meeting to obtain feedback on strategic plan content on Tuesday, April 23, 2013 in the city of Richmond, which was sponsored jointly with the Workforce Development Board of Contra Costa County. A total of 57 participants attended the meeting and provided comments on the three areas of the plan identified below. Participants included representatives from business, education, labor, community-based organizations, and local government.

### Strategic Plan Public Input Meeting, City of Richmond, April 23, 2013

#### **Business Services**

- Promote local first source hiring and procurement requirements to strengthen employment opportunities for training graduates
- More fund development collaborations, more non-traditional sources (foundations vs. government)
- Explicit strategies to engage businesses directly
- Identify key metrics for program success and track these
- Partner with HR departments to market programs (NLHRA, best practice of other WIBs)
- More communication channels, including social media, to increase access to information
- Assist local businesses and contractors to navigate procurement process
- Expand employee and talent retention strategies (include affordable housing as a consideration)
- Mentoring for new business owners (and more opportunities for business owners to “give back”)
- Make WDB benefit programs easier to sell (streamline process, educate about importance of programs like OJT, Enterprise Zone)

#### **Adult Strategies**

- Stronger collaboration between service providers
- Special population needs (re-entry, addiction, felony, “clean slate”)
- Rapid implementation of economic strategies for community (before labor market changes)
- Build meaningful partnerships (business – education – CBOs – WDB)
- Provide a continuum of support that encourages life-long learning
- Provide central repository for information about education, training, employment opportunities

#### **Youth Strategies**

- Importance of including digital literacy in education and training
- Mentors at work (on site)
- Increased partnership between WDBCC and School districts, especially WCCUSD
- Families of youth with barriers need wraparound support
- Advocate for policies that positively impact youth preparation for careers
- Exposure to jobs in school, Career Days to spark interest (bring employer to youth)
- Promote youth-focused One-Stop services to schools