

California Jobs First Collaborative Meeting

June 7, 2024

8:30 to 10:00am

Zoom Video Conferencing

<https://us02web.zoom.us/j/86993468590?pwd=bkRibjZGaCtoSVFZMTNxNEtwN2ZJdz09>

Webinar ID:

869 9346 8590

AGENDA

1. Call to Order
2. Public Comments
3. Collaborative Comments and Updates
4. Information: Findings from Cooperacion and Thrive Santa Ana Community Event
5. **Action:** Approve Updated Process for Regional Plan Part II Strategies
6. Information: Models of Regional Inclusive Economic Development
7. **Action:** Approve Process for Selecting Sector Investment Coordinators
8. Adjourn

Our Economy Community Forum



Our Economy Community Forum

Intro

The final of three community forums was held on May 29 2024 at Latino Health Access in Santa Ana California with over 100 individuals attending; food was served and childcare was provided. Participants listened to a short presentation about CERF, then split into small discussion groups based on industries, then finally resource presentation was offered based on the needs that were shared during the first two forums. A working group consisting of representatives from organizations including Cooperacion Santa Ana, Kennedy Commission, Latino Health Access, THRIVE CLT Santa Ana, The Cambodian Family, as well as the community outreach cooperative, Radiate Consulting OC, collaborated in the planning of the third and final forum.

The opening presentation offered a background of the CERF initiative and shared brief common points that were gathered during the first two community forums. Then, small group discussions took place. The small groups were divided into:

1. Healthcare and social assistance
 - a. Ambulatory Health Care Services (Physician and Dentist Offices, Medical labs, Home Healthcare Services)
 - b. Hospitals
 - c. Social assistance (Individual and family services, community food and housing and emergency and other relief services, vocational rehabilitation services, and child care services)
2. Manufacturing
 - a. Computer and Electronic Product Manufacturing (Computers, Semiconductor, Electromedical)
 - b. Miscellaneous Manufacturing (Medical Equipment and Supplies)
3. Education Services (Elementary schools, Junior colleges, colleges, universities, business schools, tech schools, others schools, educational support services)
4. Construction
 - a. Construction of Buildings (residential and nonresidential building construction)
 - b. Specialty Trade Contractors (Foundation, structure and building exterior contractors, Building Equipment and Building Finishing Contractors)
5. Hospitality and Food Services
 - a. Accommodation
 - b. Food Services and Drinking Places (Special food services, restaurants and other eating places)

Small groups were informed of the HRTC strategies developed for each industry listed above as follows:

Strategies Shared

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Health and Social Assistance / Healthcare and social assistance (62):

1. *Non-spanish speakers*

- a. Invest in the success of the local workforce by providing training opportunities that educate and empower lower-wage employees to know their rights, organize to improve standards and acquire higher-paying jobs in priority and environmentally sustainable industries, and ensure adequate language accessibility to those opportunities.
- b. Support efforts by local educational institutions and non-profits, especially those serving disadvantaged communities, to connect with local employers to create and expand work-based learning opportunities, such as pre-employment training, soft skills training, registered apprenticeships and internships, to build career pathways in high demand and just transition industries , such as AI, clean renewables and healthcare.

2. *Promotoras de salud (Health promoters)*

- a. Improving community engagement in historically disinvested communities in the creation of community development strategies and projects to ensure direct participation in decisions to have the highest benefit for those residents.
- b. Advocate and invest in more affordable health insurance, more outreach and awareness with culturally sensitive trained healthcare providers, and in preventative, mental, and culturally accepted health services.

Construction / construction (23),

1. Group 1

- a. More communication and collaboration between government agencies and non-profits, so that government agencies know who to partner with when they need to deploy emergency operations, and funding to support the infrastructure of those agencies so that there is a reliable safety net.
- b. Ensure that all high school aged and adult students are exposed to employment opportunities in a variety of industries, such as healthcare, construction, manufacturing, education and hospitality, including those in non-college tracks. It is also important to bring this awareness to their parents, guardians and families, and do so with adequate language accessibility so they can support the student in their education and career pathway.

2. Group 2

- a. Form strong partnerships with community-based organizations to identify, plan, develop, restore, and provide access to new green spaces and blue spaces, especially for historically disinvested communities.
- b. When investing in housing, incorporate collaboration with other organizations to create more affordable housing that is spacious for larger families, moderate income housing, workforce housing, and more innovative solutions like cooperatively owned housing, housing stipends and emphasizing housing in

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community benefits agreements, to address gentrification and rising prices. Furthermore, these housing developments should connect with the investments in infrastructure and green technology already being made.

Manufacturing (31-33),

1. Group 2
 - a. Greater access and investment in historically disinvested communities that address community health and social determinant of health in the environment that they live. These investments can address health, housing instability, affordable housing, good jobs, open space, support for undocumented residents, and other important community priorities in improving neighborhoods.
 - b. Establish and/or expand innovation hubs, green innovation zones, and technology parks to encourage ethical research and development of new technologies, AI and green innovation by small businesses.
2. Group 2
 - a. Funding to make childcare and transportation more robust, reliable and readily available, while also reducing emissions.
 - b. Create a fund and a plan to deploy economic aid to disinvested businesses and individuals for lease/rent payments, medical bills, a safe and healthy environment, and other basic needs and expenses.

Educational Services / Educational Services (61),

1. Group 1
 - a. Support the OC Pathways' K-16 Education Collaborative, and other collaborative approaches, to build strong partnerships between high schools, community colleges, the public sector, and local employers to create seamless pathways to jobs that pay a living wage.
 - b. Funding, technical assistance, and development of an ecosystem of community support for the small businesses and entrepreneurs, and resources to ensure they have the financial records to qualify for support/government assistance. This should be done with in language, focused outreach, or other guidelines to ensure resources benefit small businesses owned by historically disinvested community members.
2. Group 2
 - a. Utilize data points and mapping from research, i.e. CalEnviroScreen, to focus on heat islands and negative environmental impacts in disadvantaged communities, and how it correlates to social economic issues; to potentially develop more targeted strategies to combat the issues.

Accommodation and Food Services / Hospitality and Food Services (72),

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1. Group 1
 - a. Grow mid-level technical jobs that do not require a four-year degree in emerging industries and develop the necessary training programs, such as certifications and credentials, so those jobs can be accessed.
 - b. Provide resources and opportunities for individuals to be trained to meet the needs of the economic shock and convert that training and experience as the foundation for their own business to emerge stronger out of the economic shock, such as just transition in a new carbon economy, and ensure these resources and opportunities are inclusive of language, cultural, and other barriers to access.
2. Group 2
 - a. Ensure that students and young jobseekers are exposed to career opportunities in a variety of industries
 - b. Infusion of transferable skills across industries i.e. soft skills training, explain gaps in employment, career preparedness, customer service skills; promote these programs in disinvested communities.

Small group facilitators asked attendees the following questions:

-What made you select this Industry?

-How do we make sure that our communities have good paying jobs in these industries?

-What works or what is missing in these strategies to make sure our communities have access to good paying jobs in these industries?

-Where do you see yourself fitting into this image?

-How can funds reach you, your projects, your communities?

It was important to provide some sort of resources to attendees, many of whom had attended the first two forums, because a common sentiment was that there is great difficulty experienced by disinvested community members in navigating already existing resources that may better economic opportunities and attainment. Thus, a Tenants' Know Your Rights Training was offered after small group discussions and participants were very engaged with the KYR training.

Below are some common points, experiences, and sentiments amongst all of the small groups:

- Immigration status plays a huge role in determining economic outcome - in 100% of all small groups immigration status was a factor that was mentioned in experiences of individuals' economic histories both past and present. Specifically, many individuals hinted if not directly indicated the belief that it is unjust that having an ITIN may allow an individual to pay income taxes but does not also entail valid legal work authorization - which maintains economic instability for many families and individuals in disinvested communities.
- Language barriers remain to be a huge barrier in accessing any already existing systems of support whether government provided or otherwise.
- Apart from language barriers, the language of the bureaucracy remains a big hurdle in attempts to seek resources in pursuit of economic and health needs.

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- Dollars should be invested directly into disadvantaged communities with paid education and training to alleviate the stress of maintaining household living expenses while in training

Accommodations and Food Services:

- Many participants in the two small groups for this industry shared about their experiences facing discrimination and unfair working conditions, responding that higher wages that don't also entail working more hours is an effective strategy for increasing economic resiliency.
- One of the small groups had a majority of attendees who are low-income undocumented senior citizens and stressed the lack of stable access to food - especially where disability and lack of individual reliable transportation is a factor - offering that strategies should include opportunities for low-income seniors to receive training and a small income.
- Seeking educational opportunities to increase economic attainment was described as a catch-22 wherein a worker without formal education and training has to work to afford the cost of living and thus has no time or money for education; but in seeking education may not be able to afford the cost of living. The strategy that was most favored was ensuring that paid training and educational opportunities should be provided to low-wage food service workers.
- Ensuring that healthy and safe food is provided in schools was a top priority.

Manufacturing:

- Many individuals who chose to participate in these two small groups had expressed that they no longer hold employment in the manufacturing sector because manufacturing jobs in OC have largely gone overseas.
- Those who had worked previously in manufacturing mostly in food manufacturing or packaging industries
- Many have turned to self-employment and shared that assistance in pursuit of micro-business and entrepreneurship would be effective strategies for increasing economic resiliency for those who formerly worked manufacturing jobs.
- Immigration status was believed to be the deciding factor in termination of employment in manufacturing work with those who are undocumented losing their jobs first before those who have documented immigration status.
- Workplace safety protections in the industry were described as scant and thus strategies which center worker safety were highly favored.
- Employment agencies that place workers in manufacturing roles exhibited ageism and ableism
- Strategies should also consider mitigation of negative effects on the natural environment and should consider long term negative health effects on workers.
- Technology manufacturing was seen as a serious contender for manufacturing jobs to return to the US with one individual excited about the idea of solar manufacturing and the proliferation of peripheral industries from such
- Reducing language barriers should be a top factor in strategies for betterment of jobs in manufacturing industries.

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Construction:

- Apprenticeships or paid trainings are absolutely necessary for economic betterment
- Better information and communication about resources that already exist
- Better urban design and public transportation will reduce carbon footprints and ease individual economic burdens
- Higher paying jobs will come as a result of education and training
- Starting the idea of apprenticeships should begin as early as high school
- Women and mothers, with special emphasis on senior women, need additional assistance for job re-entry and placement in construction roles which has traditionally been a male dominated profession
- There should be more easily accessible programs and matriculations for construction specialties and certifications earned outside of the state or abroad.
- Although new housing both affordable and market rate is being constructed and yet housing prices are still exorbitant and thus dollars should seek to reduce housing costs since the market seems unwilling to.

Education:

- More educators and support staff, with special emphasis in culturally sensitive mental health is needed for students to be able to focus on studies.
- Scholarships and paid trainings are needed for
- Anti-bullying and healthy food educations and programs in schools are lacking
- Parents need support to be better equipped to support their children throughout their educational endeavors
- Teachers need higher salaries
- Leadership training and development for youths should be offered and required in school

Healthcare and Social Assistance:

- Minimum wage should be based on cost of living and increases in salary should consider inflation
- Paid family leave for undocumented immigrants needs better enforcement mechanisms to ensure that workers know their rights and that employers follow the law
- Accessing any healthcare service remains largely difficult to understand and navigate for non-English, and non-Spanish, speaking communities; the distribution of resources should consider initiatives that bridge cultural divides and understandings of healthcare accessibility across different cultures.
- Grandparents should be paid for the childcare they provide to working parents with children.

Conclusion

Many recommendations can be pulled from the above points as summarized from the input of those who attended the third forum. While a few individuals noted uncertainty that input offered would actually affect change, lived experiences held more importance in hopes for a better

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future where all disinvested community members can participate and contribute to a strong local economy. Forum participants remained largely hopeful of positive changes to come and a sense of connection in coming together to offer lived experience and realities.

An aerial photograph of a city at dusk, showing a mix of modern and older buildings, roads, and greenery. The sky is a deep blue with some light clouds. A large white rectangular area is overlaid on the center of the image, containing the title text. This white area is framed by a thick blue border. Two vertical red bars are positioned on the left and right sides of the white area, partially overlapping the blue border.

Updated Process for Regional Plan Part II Strategies

Why Strategies Matter

- It is required by the state
- A valuable intermediate step to serve as a framework for catalyst and/or implementation project criteria
- Once project criteria are established, they will be less significant as it relates to Jobs First specific funding sources
- However, it serves as directives to Sector Investment Coordinators to identify resources to support the region to address the strategy regardless of whether the collaborative wants to use catalyst fund or apply for implementation funds towards it.

Strategies Working Group

Recommend Process by Working Group

- The subcommittee will edit the language of the umbrella strategies (Umbrella Strategies) to represent some of the more impactful articulation that surfaced during the subgroup workshops the week of March 25th (See Subgroup Strategy Feedback) .
- Place the 21 strategies that were voted on and refined through subgroups under the appropriate "umbrella strategy" and include other high-voted strategies additional to the 21 for a more inclusive approach (note that the State does not have a limit to the number of strategies).
- Determine if/where the refined strategies fit under the state's regional plan Part II guidance document.

Current Process

- Stakeholder Groups brainstormed ideas for strategies
- Stakeholder Groups voted on the top two strategies per strategy category.
- The collaborative then voted for the top three per strategy category for a list of 21. No editing of strategies was done to the stakeholder group selections.
- "Like-Minded" Collaborative members met as subgroups to consolidate and refine language, with a focus, but not exclusively on the top 21 (Subgroup Strategy Feedback)
- OCBC staff consolidated and refined the recommendations and edits of all the subgroups into the "Aligning Strategies to Regional Plan Part II" spreadsheet.

Motion to approve Recommended Process by Working Group

OC Regional Plan - Strategies (version 3)

In Part II of the Regional Plan, the OC HRTC will need to develop strategies that collectively address:

- Growth of targeted industries
- Increasing economic diversification within the region
- Responding effectively to economic shocks
- Increasing economic equity within the region
- Increasing health and environmental equity within the region
- Aligning actions within the region with state strategies and funding opportunities

The OC HRTC decided to limit the strategies included in the Regional Plan to 10-12 based on the general concept that two strategies could be approved for each category. Over one hundred strategies were proposed during the initial round of discussions. Many of the strategies were similar but had small, unique features. Several weeks ago, a vote was held, which narrowed the list to about 50.

The next step in the process is for each of the six working groups to review the voting outcomes and recommend narrowing the process. My proposed approach is to approve nine overarching (high-level) strategies with a set of priority sub-strategies/actions. Listed below are the nine overarching strategies, which will help organize the development and selection of projects, as well as sub-strategies/actions. On the following pages, each of the nine strategies is displayed in column 1, followed by the top vote-getting strategies in column 2. Column 3 is a further refined list of sub-strategies based on key concepts outlined in column 2.

1. **Career Pathways** - Improve education and workforce training opportunities that support career pathways to high-road jobs in priority industry sectors.
2. **Apprenticeships** - Increase apprenticeship opportunities that lead to high-road jobs in priority industry sectors in the region. Increase apprenticeship opportunities that lead to high road jobs in priority industry sectors in the region.
3. **Wrap-around Services** - Increase wrap-around services for healthy families and neighborhoods in disinvested communities.
4. **Small Business and Entrepreneurship** - Enhance access to capital, technical assistance, and other resources for small businesses and entrepreneurs.
5. **Workforce Housing** - Increase the availability and accessibility of affordable housing to workers in the region, including rental and ownership.
6. **Uplift Community Voices** - Improve community engagement in the creation of strategies and projects to ensure the highest benefit to disinvested communities.
7. **Technology and Innovation** - Invest in innovation, research, and industry cluster development in new, green, and emerging technologies, including energy, transportation, and infrastructure.
8. **Culturally Competent Engagement**: Respect workers, residents, and business owners by following their community norms and customs when engaging with them.
9. **Sustainable Environment** - Make Planning and Development Decisions that enhance the environment or at least do no harm.



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Economic Development Models

Matt Horton, Senior Advisor, Milken Institute

Milken Institute Best Performing Cities Rankings, California

Metropolitan Statistical Area/Metropolitan Division Name	California Rank
San Jose-Sunnyvale-Santa Clara, CA MSA	1
Riverside-San Bernardino-Ontario, CA MSA	2
San Francisco-Redwood City-South San Francisco, CA MD	3
San Diego-Carlsbad, CA MSA	4
Santa Maria-Santa Barbara, CA MSA	5
...	...
Anaheim-Santa Ana-Irvine, CA MD	8

What do Successful Metros Have in Common?

In a study of 184 US metros, Professors from USC and UC Santa Cruz found that metros experiencing sustained economic growth have:

Less economic inequality

More unified/collaborative power in regional governance

More social cohesion

Metros with the longest periods of growth had communities of diverse regional actors committed to working in the long-term with one another: “the most important topics involve the political processes of regional development and the role of participation in planning processes.”

Sustained high-tech growth requires coordination of investments and a unified vision

Economic Development Toolbox

Tax incentives and credits	Workforce development programs	Business incubators and accelerators	Infrastructure investments	Industry-specific initiatives	Public-private partnerships	Regional economic development strategies
<p>tax credits, exemptions, or abatements to businesses that meet certain criteria, such as creating new jobs, investing in new facilities, or engaging in research and development activities.</p>	<p>investments in workforce training programs, often in partnership with community colleges and universities, to develop a skilled labor pool that aligns with the needs of targeted industries. These programs may include apprenticeships, internships, and specialized training courses.</p>	<p>established business incubators and accelerators that provide office space, mentorship, and access to resources for startups and entrepreneurs in high-growth sectors, such as technology, biotechnology, or advanced manufacturing.</p>	<p>investments such as transportation networks, utilities, and broadband internet, to create an attractive environment for businesses and support the growth of specific industries.</p>	<p>targeted initiatives and programs focused on specific industries they want to prioritize, such as advanced manufacturing, renewable energy, or healthcare</p>	<p>program and incentivize or otherwise encourage collaboration with private sector companies, industry associations, and economic development organizations to identify growth opportunities and develop strategies for attracting and retaining businesses in targeted sectors.</p>	<p>governance or coordination with local governments and regional organizations to develop economic development strategies tailored to the strengths and resources of specific geographic areas within the state.</p>

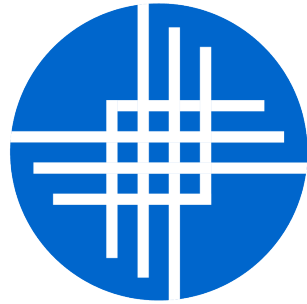
National Economic Development Models

	Tax Incentives/ Credits	Workforce Development Programs	Business Incubators	Infrastructure Investments	Industry Specific Initiatives	Public- Private Partnerships	Regional Economic Development Strategies
NYEDC	Strategic Investment Group	Yes	Yes		\$1B LifeSci NYC initiative		Kingsbridge Vision plan- \$200 million redev of the Armory
Finance New Orleans	Municipal Bond Offerings	n/a	n/a	The Resilient New Orleans Infrastructure Fund	N/a	Yes	Neighborhood Investment Strategy- adequate housing, commerce, and infra investments
PIDC	Philadelphia Authority for Industrial Development (PAID)	Yes	New Markets Tax Credits	Yes	Yes	Yes	PIDC Community Capital-
SLDC	Yes	Empowerment Center- capacity building and workforce dev for bus and residents	Sml Bus & non- profit loan fund& Contractor/ Supplier RLF	Yes	LDC Commercial Loan- low-interest loans to small bus for equ. Inventory and real estate		Project Connect; Neighborhood Capacity Building& Land Reutilization Authority
Invest Atlanta	R&D; Georgia Mega project – employ at least 1,00 net new or invest at \$450m or payroll of \$150	Work Source Atlanta – helps bus. recruit qualified employees	Site selector and business assistance programs	yes	Industrial Revenue bond (for const. or improve manufact.	Yes	Yes

Next steps: OC Jobs First > redevelopment 2.0...?


What does the region need to do to mobilize an economic development framework?

- How do we attract and cultivate targeted industry sectors?
- What investments in infrastructure should the region prioritize?
- Beyond Catalyst funding, what funding and financial tools does the region need to support a Jobs First economic development model?



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An aerial photograph of a city at dusk, showing various buildings, roads, and greenery. The sky is a mix of blue and purple. A large blue rectangular frame is overlaid on the image, containing a white box with text. Two vertical red bars are positioned on the left and right sides of the white box.

Process for Selecting Sector Investment Coordinators

Draft Process

- Staff will sort applications based on elements to create as best of an apples-to-apples comparison as possible.
- Every application will be accessible for each collaborative member to review.
- Staff will make a recommendation at the next meeting (July 12, In-Person).
- The collaborative can approve the staff recommendation or some portion of the recommendation.
- If the collaborative doesn't approve of the staff recommendation, then:
 - Collaborative will vote for their top pick per "category", with the caveat of budget and possibly having more than five categories to choose from.
 - Rounds of voting will take place until 5 are selected. Members of the collaborative who are requesting to be the coordinators must recuse themselves.
 - If one of the five consultants drop out or are ineligible, we will award the next highest consultant from that category.



Planning Phase Deliverables

Regional Plan Part 2: Outline and Additional Guidance

Updated April 18, 2024

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Purpose:

This document is intended to serve as additional guidance in the development and submission of the Regional Plan Part 2. The outline expands on the requirements for the Regional Plan Part 2 detailed in the [Planning Phase Solicitation for Proposals](#) on pages 15-17. Sections in the outline have been marked as either required or recommended based on the Planning Phase SFP. Staff recommend a maximum of 100 pages for the Regional Plan Part 2.

1) **Vision and Goals (required)**: Reiterate the narrative of the Regional Plan Part 1 and describe the region's anticipated goals and outputs for the strategy development process. Additionally, describe the region's ongoing and long-term strategy for incorporating community engagement and feedback throughout the strategy development process. Considerations include:

- Tailored engagement strategies
- Feedback mechanisms
- Transparent and accessible decision-making processes

- 2) **Regional Snapshot and SWOT (recommended):** Include a condensed version of the analyses from Regional Plan Part 1 that provides an overview of the region and a summary of the SWOT analysis.
- 3) **Regional Strategies:** Regions should develop strategies in all three categories.
 - a) **Target Sector Strategies** (Follow for each Target Sector)
 - i) **Define Sector and Justify Prioritization by Region (required)**
 - (1) **Sector Development:** This section should provide a snapshot of current trends and projected growth for the Target Sector. It should consider, but is not bound by, existing relevant plans such as CEDS (if applicable and appropriate) along with the following elements that work together to support creation of quality jobs:
 - (a) **Clear Local Market Signals:** Assess how proposed sector and affiliated investments align with market trends and local/state/federal policies.
 - (b) **Value Chain and Infrastructure:** Explain how investments support the growth and clustering of businesses in the value chain of the proposed sector. Identify specific infrastructure required to grow the sector.
 - (c) **Innovation Ecosystem:** Describe how investments connect the private sector to local innovation resources, facilitate the movement of new technologies to market, incubate early-stage businesses, etc.
 - (d) **Regional Assets:** Describe specific resources within the region – local services, expertise, natural resources, community spaces and networks, etc. – that will be leveraged to strengthen the development of the target sector.
 - (2) **Increasing Economic Diversification and Resilience:** Describe the growth, diversification, and/or resilience potential of the target sector.
 - ii) **Alignment with Job Quality & Access, Equity, and Climate (required):**
 - (1) **Job Quality & Access:** Explain how the Target Sector Strategy will prioritize family-sustaining jobs with healthcare and retirement benefits, career advancement opportunities, access to training, consistent scheduling, safe working conditions, and opportunities for collective worker input and representation. This could include creating new high-quality jobs, retaining existing high-quality jobs, or improving the quality of existing jobs. Quality jobs should focus on equitable access for members of disinvested communities,

including – but not limited to – tailored training programs, clear pathways for attaining necessary education or skills, and inclusive recruitment practices.

(a) Specifically, refer to the analyses of workforce and demographic trends and focus on closing gaps, reaching universal levels of service, and/or include outcomes disaggregated by race, ethnicity, income, etc.

(b) Strategy must support workers potentially impacted by at-risk industries and must prevent displacement of incumbent workers or replacement of high-road jobs with low-quality jobs.

(2) Equity: Explain how the Target Sector Strategy will provide indirect and/or direct community benefits, particularly to disinvested communities. Describe how the needs and interests of disinvested communities impacted the selection of the Target Sector Strategy.

(a) Analysis and recommendations must highlight how this strategy will serve historically marginalized and disinvested groups and how those groups will be engaged and learn about proposed interventions.

(3) Climate: Explain how the Target Sector Strategy will limit the impacts of economic development activities on the natural environment. The strategy must also avoid exacerbating the effects of climate change and include pathways for mitigating the effects of anticipated climate impacts on targeted industries and occupations. It must also address public health needs, with special attention to the needs of disinvested communities.

iii) Workforce Development (required): Explain how the strategy plans to match skills to available jobs, address talent and recruitment, and facilitate strategic collaboration among businesses, training and education institutions, labor, etc.

iv) Alignment with State Strategies (required): An assessment of how the Target Sector Strategy can align with, support, and be supported by existing state strategies in areas like clean energy, air pollution reduction, transportation decarbonization, climate adaptation, sustainable water management, and natural and working lands.

Examples of State Strategies include, but are not limited to:

- California Climate Adaptation Strategy
- California Climate Scoping Plan
- Sustainable Groundwater Management Act (SGMA)
- California's 30x30 Initiative

- v) Strategy Implementation (recommended):** Describe the necessary partnerships and resources required for sector development. Explain the Collaborative's and/or other partners' roles in the management and governance of the strategy. If possible, include an anticipated budget and/or possible funding sources, a high-level workplan with example tasks and assignments, and a mitigation plan for any potential risks associated with the strategy. Sector investment coordinators will continue this work during the Catalyst Predevelopment Phase.
- b) **Sector-Neutral and Economic Mobility Strategies** (e.g., building more climate-resilient infrastructure, strengthening locally serving sectors, etc.) (follow for each sector-neutral and/or economic mobility strategy)
- i) Identify Problem and Opportunity (required):** Define the strategy and demonstrate the need in the region. Incorporate findings from the Regional Plan Part 1 analyses, including information from the stakeholder mapping exercise, regional summary, labor market analysis, industry cluster analysis, and/or the SWOT analysis.
- (1) Regional Assets:** Describe specific resources within the region – local services, expertise, natural resources, community spaces and networks, etc. – that will be leveraged to strengthen the development of the strategy.
- ii) Increasing Economic Diversification and Resilience (required):**
Describe the growth, diversification, and/or resilience potential of the particular strategy.
- iii) Alignment with Job Quality & Access, Equity, and Climate (required):**
- (1) Job Quality & Access:** Explain how the strategy will prioritize family-sustaining jobs with healthcare and retirement benefits, career advancement opportunities, access to training, consistent scheduling, safe working conditions, and opportunities for collective worker input and representation. This could include creating new high-quality jobs, retaining existing high-quality jobs, or improving the quality of existing jobs. Quality jobs should focus on equitable access for members of disinvested communities, including – but not limited to – tailored training programs, clear pathways for attaining necessary education or skills, and inclusive recruitment practices.
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service, and/or include outcomes disaggregated by race, ethnicity, income, etc.

(b) Strategy must support workers potentially impacted by at-risk industries and must prevent displacement of incumbent workers or replacement of high-road jobs with low-quality jobs.

(2) Equity: Explain how the strategy will provide indirect and/or direct community benefits, particularly to disinvested communities.

Describe how the needs and interests of disinvested communities impacted the selection of the Target Sector Strategy.

(a) Analysis and recommendations must highlight how this strategy will serve historically marginalized and disinvested groups and how those groups will be engaged and learn about proposed interventions.

(3) Climate: Explain how the strategy will limit the impacts of economic development activities on the natural environment. The strategy must also avoid exacerbating the effects of climate change and include pathways for mitigating the effects of anticipated climate impacts on targeted industries and occupations. It must also address public health needs, with special attention to the needs of disinvested communities.

iv) Workforce Development (required): Explain how the strategy plans to match skills to available jobs, address talent and recruitment, and facilitate strategic collaboration among businesses, training and education institutions, labor, etc.

v) Alignment with State Strategies (required): An assessment of how the strategy can align with, support, and be supported by existing state strategies in areas like clean energy, air pollution reduction, transportation decarbonization, climate adaptation, sustainable water management, and natural and working lands. Examples of State Strategies include, but are not limited to:

- California Climate Adaptation Strategy
- California Climate Scoping Plan
- Sustainable Groundwater Management Act (SGMA)
- California's 30x30 Initiative

i) Strategy Implementation (recommended): Describe the necessary partnerships and resources required for this strategy. Explain the Collaborative's and/or other partners' roles in the management and governance of the strategy. If possible, include an anticipated budget and/or possible funding sources, a high-level workplan with example



tasks and assignments, and a mitigation plan for any potential risks associated with the strategy.

c) **Additional Regional and Community Development Strategies (recommended)** Include description of strategies that are critical to building resilient regions and communities but are outside the scope of the Regional Investment Initiative. These strategies include, but are not limited to:

- Housing
- Transportation
- Food Access and Security
- Mental Health Services

4) A Path Forward: Institutionalizing Community-Led, Climate Forward Planning (recommended):

Describe how the region plans to maintain the partnerships of the Collaborative and the governance structure beyond California Jobs First. Identify different resources needed to sustain the Collaborative, and discuss the Collaborative's vision for developing engagement opportunities for communities and stakeholders during and beyond the Catalyst Predevelopment and Implementation Phases, including project-specific engagement considerations.