

California Jobs First Collaborative Special Meeting

June 28, 2024

8:30 to 9:30 am

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. **Action:** Approve Strategies to be Analyzed for the Regional Plan Part II
5. Adjourn

Top Line Strategies

1. **Career Pathways** - Improve education and workforce training opportunities that support career pathways to high-road jobs, particularly in priority industry sectors.
2. **Apprenticeships** - Increase apprenticeship opportunities that lead to high-road jobs in priority industry sectors in the region.
3. **Enhance Quality of Life:** Increase wrap-around services to ensure the health and well-being of all families and neighborhoods, particularly in disinvested communities, foster a sense of inclusivity and support, improving climate resilience, and quality of life
4. **Small Business, Worker Ownership and Entrepreneurship:** Provide capital, technical assistance, and other resources for small businesses, worker ownership and entrepreneurs,
5. **Housing:** Increase the availability and accessibility of affordable and workforce housing to workers in the region, that promotes infill low impact development and sustainability, including rental and ownership including:
6. **Uplift Community Voices through Respectful Cultural Engagement:** Improve community participation in the creation of strategies and projects to ensure the highest benefit to disinvested communities. Cultural humility and respectful cultural engagement are essential to the implementation of the plan, including respecting workers, residents, and business owners by following their community norms and customs when engaging with them.
7. **Green and Emerging Technology and Innovation:** Invest in innovation, research, and industry cluster development in green and emerging technologies, including energy, transportation, infrastructure, nature-based solutions and climate adaptation
8. **Sustainable Environment** - Taking actions to support a sustainable environment, including preparing for and mitigating climate change, is a fundamental aspect of the Regional Plan, which includes, but is not limited to, making planning and development decisions that enhance the environment.

Top Line Strategies with Actions

Woven into these strategies is the deep inclusion of environmental, health, and economic equity focused on disinvested communities.

Strategy 1 - Career Pathways: Improve education and workforce training opportunities that support career pathways to high-road jobs, particularly in priority industry sectors, including:

1. Enhance career pathways in priority sectors and create specific onramps for individuals with less than a two-year degree and limited or no work experience.
2. Promote the availability of education and training programs that lead to high-road career pathways in priority industry sectors to disinvested communities.
3. Fund soft skills and other broad-based transferable skill training programs that support career pathways that lead to high-road jobs in priority industry sectors.

4. Build a talent pipeline to meet the specific workforce needs of local employers and significant local and regional projects.
5. Create new and enhance existing career pathways in priority industry sectors with paid internships and on-the-job training opportunities.
6. Prepare K-16 students and incumbent workers, especially those in disinvested communities, for the future of work, including AI and automation.

Strategy 2 - Apprenticeships: Increase access to apprenticeship opportunities that lead to high-road jobs particularly in priority industry sectors in the region, including:

1. Enhancing K-16 CTE offerings that link to state-approved apprenticeships in priority industry sectors, including expanding articulation agreements, pre-apprenticeship programs, preparatory academic work, and internships.
2. Aligning federal and state funding to support new and expanded apprenticeship programs and facilities that serve priority industry sectors.
3. Promote apprenticeship programs in priority industries to disinvested communities, providing information on how to prepare and apply for apprenticeships.

Strategy 3 - Enhance Quality of Life: Increase wrap-around services to ensure the health and well-being of all families and neighborhoods, particularly in disinvested communities, foster a sense of inclusivity and support, improving climate resilience and quality of life including:

1. Increasing the availability and accessibility of affordable childcare.
2. Identifying gaps and increasing access to culturally sensitive and affordable healthcare for members of disinvested communities.
3. Revising county disaster and economic shock preparedness, response, and recovery plans to address the needs of disinvested communities with cultural competence. This includes creating a regional fund to provide economic aid to disinvested businesses and individuals to cover gaps in short-term assistance by state and federal governments, such as lease/rent payments, medical bills, a safe and healthy environment, and other basic needs and expenses.
4. Developing a culturally responsive delivery system for programs and services to support disinvested communities' health, prosperity, and well-being.
5. Form strong partnership with community-based organizations to identify, plan, create, access, and restore lands and waters and designate open space for disinvested communities.
6. Greater access to basic needs that are not directly health care services, but that will impact an individual's mental and physical health (I.e. quality food, housing, rental and utility assistance etc.).

Strategy 4 - Small Business, Worker Ownership and Entrepreneurship: Provide capital, technical assistance, and other resources for small businesses, worker ownership and entrepreneurs, including:

1. Providing technical assistance and other resources for start-ups and early-stage businesses in priority industry sectors to help remove barriers commonly encountered by women- and minority-led startups.
2. Engaging all disinvested community businesses to identify and prioritize the removal of barriers to small business growth and stability, including issues related to accessing capital, hiring a skilled workforce, participating in government opportunities, and negotiating regulatory constraints.
3. Encouraging local governments to increase small business participation within local contracting opportunities.
4. Training small businesses in priority industry sectors on critical business skills, including financial literacy and management, AI, and marketing.
5. Removing barriers from disinvested communities to access capital and to the region's experienced financial intermediaries and technical assistance providers. This includes community development financial institutions, community development corporations, chambers of commerce, federally and state-designated technical assistance providers, small business financial development corporations, economic development organizations, community land trusts, and other nonprofits that serve similar purposes in a culturally appropriate manner.
6. Funding, technical assistance, and development of an ecosystem of community support for small businesses and entrepreneurs, and resources to ensure they have the financial records to qualify for support/government assistance. This should be done within language, focused outreach, or other guidelines to ensure resources benefit small businesses owned by disinvested community members.
7. Provide more opportunities and resources for employee ownership

Strategy 5 - Housing: Increase the availability and accessibility of affordable and workforce housing to workers in the region, that promotes infill low impact development and sustainability, including rental and ownership including:

1. Investing in infrastructure in traditionally marginalized areas to increase affordable and workforce housing availability.
2. Integrating and prioritizing affordable and workforce housing needs in local and regional planning efforts, emphasizing the necessity for more affordable units.
3. Support affordable housing for workers by addressing the disparities between local wages and housing costs.
3. Advancing supportive housing projects to expedite the provision of permanent affordable options for those in need.
4. Expeditiously move forward on supportive housing recommendations in the Homeless Service System Pillars Report, created by the Commission to End Homelessness and accepted by the County of Orange Board of Supervisors in 2022.
5. Investment and collaboration to create more affordable housing that is spacious for larger families and more innovative solutions like cooperatively owned housing, housing stipends and emphasizing housing in 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.

Strategy 6 - Uplift Community Voices through Respectful Cultural Engagement: Improve community participation in the creation of strategies and projects to ensure the highest benefit to disinvested communities. Cultural humility and respectful cultural engagement are essential to the implementation of the plan, including respecting workers, residents, and business owners by following their community norms and customs when engaging with them.

1. Encouraging local governments, foundations, and other funders in the region to use participatory budgeting approaches to ensure that community-determined priorities are being met.
2. Setting a best practice for community engagement through proactive written outreach strategies that specifically include historically excluded groups and geographic areas of the region.
3. Eliminate barriers for disinvested communities and historically excluded voices to access economic development opportunities and resources.

Strategy 7- Green and Emerging Technology and Innovation: Invest in innovation, research, and industry cluster development in green and emerging technologies, including energy, transportation, infrastructure, nature-based solutions and climate adaptation including:

1. Establishing and expanding innovation hubs and technology parks to encourage research and development of new technologies, such as AI, that support or, at a minimum, do not impede the region's transition to a net zero-powered economy.
2. Adapt existing built environment to incorporate cleaner technologies.
3. Establishing Green Innovation Zones, where small businesses, especially business owners from disinvested communities, receive wrap-around support in transitioning to cleaner and more sustainable power sources and methods of operation, production, and distribution.
4. Investment in infrastructure in traditionally marginalized areas to support an inclusive and cost-effective transition to a zero-emission economy.
5. Develop career pathways from traditional lower-wage jobs to careers in high road occupations in priority industry sectors driven by innovation and support the region's transition to a net zero-emission economy.

Strategy 9 - Climate Resilient Environment: Taking actions to support a sustainable environment, including preparing for and mitigating climate change, which includes, but is not limited to, making, planning, development, infrastructure and quality of life decisions that provides a net environmental benefit. Note - Recommendations for "Strategy 9 - Sustainable Environment" are also integrated into the other strategies in the chart.

1. Work with indigenous tribes on land back strategies for culturally competent and sustainable land management that stops further degradation and impacts of climate change.
2. Empowering and training residents who live in disinvested neighborhoods impacted by environmental hazards to use nature-based solutions including bioremediation and other methods to address these issues.
3. Grow environmental jobs that offer longer-term opportunities.
4. Continue to fund research and data to focus on climate impacts in disinvested communities.

5. Deep dive studies on the concentrations of pollutants and how they correlate to social economic issues.

Staff Drafted Final Strategies

Target Sector Strategies

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.

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, and leverage organizations such as the Orange Workforce Alliance to do so.

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.

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.

Sector-Neutral and Economic Mobility Strategies

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.

Provide resources and opportunities for individuals to be trained to meet the needs of economic shock and convert that training and experience as the foundation for their own business to emerge stronger. For example, a just transition in a new carbon economy, and ensure these resources and opportunities are inclusive of language, cultural, and other barriers to access.

Funding, technical assistance, local contracting 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.

Support the OC Pathways' K-16 Education Collaborative, and other collaborative approaches, to align federal and state programs to supplement funding for K-16 instruction, and 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.

Regional and Community Development Strategies

Funding to make childcare and transportation more robust, reliable and readily available, while also reducing emissions.

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.

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.

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.

Greater access and investment in historically disinvested communities that address community health and the social determinants 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.

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.

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.

Utilize data points and mapping from research, i.e. CalEnviroScreen, to focus on heat islands and negative environmental impacts in disadvantaged communities, and how they correlates to social economic issues; to develop more targeted strategies to combat the issues.

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



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.
- (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 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.