



## **RICHMOND WORKFORCE DEVELOPMENT BOARD**

Xavier Abrams, Chairperson  
Thursday, January 9, 2025

11:30 a.m. – 1:00 p.m.

### **AGENDA**

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

- a. Call to Order and Roll Call
- b. Review and Approval of Minutes

#### **II. Director's Report – Tamara Walker**

#### **III. Action Item**

- a. Adoption - 2025 Richmond Workforce Development Board Calendar, Maria Torres

#### **IV. Informational Items**

- a. Quarterly Program Performance – Tamara Walker
- b. WIOA Re-Authorization Update – Tamara Walker
- c. Fostering Equity in Richmond's Workforce Development System: Addressing Race and Expanding Opportunities for All – Lazandra Dial

#### **V. Public Forum**

#### **VI. Announcements**

- a. Local Plan Input Session – January 23<sup>rd</sup> at 10am – 12p – Virtual
- b. Day at the Capitol – March 5<sup>th</sup>, Sacramento

#### **VII. Closing Remarks & Adjourn**

**Next RWDB Meeting**  
**Thursday, March 13, 2025**  
**11:30 a.m. to 1:00 pm**  
**In-Person**  
**330 25<sup>th</sup> Street, Richmond, CA 94804**

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



## Richmond Workforce Development Board Meeting Minutes – November 7, 2024

Chairperson Xavier Abrams called the Richmond Workforce Development Board meeting (RWDB) to order on Thursday, November 7, 2024, at 11:47 am.

### **Call to Order and Roll Call/Introductions**

Xavier Abrams, Evan Decker, Giovanni Flores, Hakim Johnson, Richard Johnson, Chuck Leonard, Della Randolph, Uche Uwahemu, Sarah Wally, Nannette Beacham, Lillie C – WCCAE, Gregory Brooks – Adult Education, Claire Michaels – Eastbay Works, Itza Gonzalez, Cher Lor-Arce, Emmanuel Njome, Gilbert Pete, Bouakhay Phongboupha, Tamara Walker, Maria Torres

Chairperson Xavier Abrams called a motion to approve the July 11, 2024, and September 12, 2024, minutes. Board member Chuck Leonard motioned approval, and Richard Johnson moved to approve the minutes. The motion carries to accept the minutes.

### **Director's Report – Tamara Walker**

- Tamara and Tamia Brown, Workforce Director of the Contra Costa Workforce Development Board, have been nominated, accepted, and placed as Green Empowering Zone Governing Board members.
- WIOA reauthorization has been put on hold due to the elections and what will happen. We don't know what will happen now.
- Supporting several projects:
  - Regional Care—EMT Program, partnering with Contra Costa College and Contra Costa Workforce Development Board to place people interested in becoming firefighters who need their EMT training. They will receive a \$2,500 stipend, increasing the success rate. It is also in the evening, so if you are working, you can continue to upskill yourself.
  - Part of the Transformative Climate Community is the Iron Triangle, Santa Fe, and Coronado neighborhoods. Working in these areas, our goal is to work with the displaced, disenfranchised, and job seekers to transform the community; we are the workforce side.
  - We also just completed the Place-Based Workforce Development Strategy and Implementation Plan. It examines what we have in Richmond to identify opportunities for workforce development, training, and jobs. We hired Glen Price Group to do the research project to develop the strategy. There will be an information session on 11/13/24. Tamara will ask them to present the document at our next board meeting. The plan won't be implemented until the new year, 2025.
  - Employment and Training is also included in the third round of Encampment Resolution funding. We will fill the role of the workforce specialists in this project and will work with those who are unhoused. The funding is for a year, and they are supposed to be able to support themselves after a year. That's where we come in and help with providing jobs.
  - Partnering with P2E Plan— We have been working with an organization called Emerge, which works with those incarcerated who will be released in the next 3-6 months.
  - Grant Submissions – we just submitted for the Workforce Accelerator Fund 13, around Electrification.
  - Two audits coming up –



## Richmond Workforce Development Board Meeting Minutes – November 7, 2024

- WIOA, Adult, and Dislocated worker audits, happen annually.
- DOL YouthBUILD Grant, which is monitored every year.
- o Bylaws changes were approved. We will focus on restarting the following committees
  - Executive
  - Youth Services
  - One Stop
  - One-Stop Delivery System and Services to Individuals with DisabilitiesOnce the membership is filled, we will tackle these committees. The goal is to have it completed in January of 2025.
- Introduced Shifra De Benedicts-Kessner – Senior Business Associate Officer – Economic Development and Workforce Development.
- Announced that Robbie Hurtado, who worked for Employment and Training for many years, has passed away.
- Announced that Fernando Campos, a board member, passed away last August.
- AJCC Partnership meeting next week – 11/14/24. Focus of this meeting would be to strategize on how to make the Career Center flourish.

### Presentation – Claire Michaels – EastBay Works

- Build the capacity to connect with workforce boards and manufacturing services. Career paths into the manufacturing business.
- Manufacturing is an aspect of multiple sectors, including medical sectors, restaurants, cafeterias, food manufacturing, information technology, clean energy, and battery manufacturing.
- Three main areas to focus on: Education, Business Engagement, and Regional Strategy.
  - o Education – client team members at RichmondWORKS, how to get hired in manufacturing.
  - o Business Engagement – target list in each area, job seeker perspective.
  - o Regional Strategy – ground trooping data, attending regional events, manufacturing summits, and bringing back knowledge to the board.

### Action Items

- a. Board Members recommendations – Tamara Walker
  - o Ad Hoc Committee Membership recommendations:
    1. Gina Baker – East Bay Municipal Utility District (EBMUD)
    2. Kim Davis – Bay Area Rapid Transit (BART)
    3. Jill Rowdy – SIMS Metal
  - o Recommending removing from roster:
    1. Miquel Penn
    2. Len Turner
    3. Jeffrey Carr – his replacement is present today: Greg Brooks
    4. Karen Norwood



## Richmond Workforce Development Board Meeting Minutes – November 7, 2024

Chairperson Xavier Abrams motioned to accept the recommendations for board member removal and board member recommendations. The motion was moved by board member Chuck Leonard and seconded by Uche Uwahemu, motion carries.

- b. Mid-Year Budget – Cher Lor-Arce
  - o See attachment - no Mid-year budget available as it does not happen until January-February 2025.

- c. Approve Board Meeting Calendar – moved to next meeting, wrong calendar year attached. Chairperson Abrams requested a motion to extend an additional 5 minutes, member Chuck Leonard moved to extend, all members approved.

### Informational Items—

- a. YouthWORKS – Bouakhay Phongboupha
  - Received \$150K for 10 youth to participate in career pathways for health care. 14 have graduated and are currently working, earning \$34 dollars an hour.
- b. Richmond/YouthBUILD – Lazandra Dial
  - Fred Lucero has been out on leave and Lazandra has been hired in his place. She retired as the Workforce Director of the City of Oakland.
  - Planning on completed the 2021 YouthBUILD grant, extension received.
  - New RichmondBUILD and YouthBUILD cohorts starting January 2025.
  - RichmondBUID graduation happening next week. Invite would be sent out. Four of those graduation are also part of YouthBUILD graduating with their high school diplomas.

### Announcements –

None.

The meeting adjourned at 1:06pm.



**City of Richmond  
Workforce Development Board**

**2025 Meetings Calendar**

<b>Date</b>	<b>Event</b>
Thursday, January 9, 2025	WDB Meeting
Thursday, March 13, 2025	WDB Meeting
Thursday, May 8, 2025	WDB Meeting
Thursday, July 10, 2025	WDB Meeting
Thursday, September 11, 2025	WDB Meeting
Thursday, November 6, 2025	WDB Meeting

**Meeting location and time:**

330 25<sup>th</sup> Street, Richmond

11:30 a.m. – 1:00 p.m.

ETA 9169 - WIOA Statewide and Local Performance Report

PIRL File Type: PIRL by Program

SUMMARY INFORMATION			
Service	Participants Served	Participants Exited	Funds Expended
Career Services	44	6	
Training Services	27	6	
Percent training-related employment:		Percent enrolled in more than one core program:	
0.00%		27.69%	
Percent Admin Expended: 0.00%			

BY PARTICIPANT CHARACTERISTICS

	Total Participants Served Cohort Period: 10-01-2024 12-31-2024	Total Participants Exited Cohort Period: 07-01-2024 09-30-2024		Employment Rate (Q2) Cohort Period: 10-01-2023 12-31-2023		Employment Rate (Q4) Cohort Period: 04-01-2023 06-30-2023		Median Earnings Cohort Period: 10-01-2023 12-31-2023	Credential Rate Cohort Period: 04-01-2023 06-30-2023		Measurable Skill Gains Cohort Period: 10-01-2024 12-31-2024	
				Num/Den	Rate	Num/Den	Rate	Earnings	Num/Den	Rate	Num/Den	Rate
Total Statewide	65	10	Negotiated Target		0.00%		0.00%	\$0.00		0.00%		0.00%
			Actual	8		4			0		1	
				9	88.89%	4	100.00%	\$9,262.47	1	0.00%	18	5.56%

Sex												
Female	33	4		5	100.00%	1	100.00%	\$9,483.28	0	0.00%	0	0.00%
				5		1			0		7	
Male	31	6		3	75.00%	3	100.00%	\$9,041.65	0	0.00%	1	10.00%
				4		3			1	0.00%	10	

	Total Participants Served Cohort Period: 10-01-2024 12-31-2024	Total Participants Exited Cohort Period: 07-01-2024 09-30-2024		Employment Rate (Q2) Cohort Period: 10-01-2023 12-31-2023		Employment Rate (Q4) Cohort Period: 04-01-2023 06-30-2023		Median Earnings Cohort Period: 10-01-2023 12-31-2023	Credential Rate Cohort Period: 04-01-2023 06-30-2023		Measurable Skill Gains Cohort Period: 10-01-2024 12-31-2024	
				Num/Den	Rate	Num/Den	Rate	Earnings	Num/Den	Rate	Num/Den	Rate

Age												
<16	0	0		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
16 - 18	8	1		2	100.00%	0	0.00%	\$10,926.70	0	0.00%	0	0.00%
19 - 24	57	9		6	85.71%	4	100.00%	\$9,262.47	0	0.00%	1	7.14%
25 - 44	0	0		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
45 - 54	0	0		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
55 - 59	0	0		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
60+	0	0		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%

Ethnicity/Race												
American Indian / Alaska Native	0	0		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
Asian	7	1		1	100.00%	1	100.00%	\$12,224.82	0	0.00%	0	0.00%
Black / African American	26	5		2	66.67%	1	100.00%	\$6,755.70	0	0.00%	0	0.00%
Hispanic / Latino	32	4		5	100.00%	2	100.00%	\$9,041.65	0	0.00%	1	12.50%
Native Hawaiian / Pacific Islander	0	1		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
White	8	1		2	100.00%	1	100.00%	\$12,359.78	0	0.00%	0	0.00%
More Than One Race	2	1		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%

ETA 9169 - WIOA Statewide and Local Performance Report  
PIRL File Type: PIRL by Program

SUMMARY INFORMATION				
Service	Participants Served	Participants Exited	Funds Expended	Cost Per Participant Served
Career Services	53	26		
Training Services	37	16		
Percent training-related employment:		Percent enrolled in more than one core program:		Percent Admin Expended:
33.33%		26.42%		0.00% -

BY PARTICIPANT CHARACTERISTICS

	Total Participants Served Cohort Period: 10-01-2024 - 12-31-2024	Total Participants Exited Cohort Period: 07-01-2024 - 09-30-2024	Negotiated Target	Employment Rate (Q2) Cohort Period: 10-01-2023 - 12-31-2023		Employment Rate (Q4) Cohort Period: 04-01-2023 - 06-30-2023		Median Earnings Cohort Period: 10-01-2023 - 12-31-2023	Credential Rate Cohort Period: 04-01-2023 - 06-30-2023		Measurable Skill Gains Cohort Period: 10-01-2024 - 12-31-2024	
				Num/Den	Rate	Num/Den	Rate	Earnings	Num/Den	Rate	Num/Den	Rate
Total Statewide	<u>53</u>	<u>26</u>	Actual	<u>17</u>	73.91%	<u>17</u>	80.95%	<u>\$6,359.84</u>	<u>6</u>	54.55%	<u>3</u>	15.79%
				<u>23</u>		<u>21</u>			<u>11</u>		<u>19</u>	

Sex

Female	<u>33</u>	<u>15</u>		<u>11</u>	78.57%	<u>8</u>	72.73%	<u>\$6,359.84</u>	<u>4</u>	66.67%	<u>1</u>	12.50%
				<u>14</u>		<u>11</u>			<u>6</u>		<u>8</u>	
Male	<u>20</u>	<u>11</u>		<u>6</u>	66.67%	<u>9</u>	90.00%	<u>\$6,361.43</u>	<u>2</u>	40.00%	<u>2</u>	18.18%
				<u>9</u>		<u>10</u>			<u>5</u>		<u>11</u>	

	Total Participants Served Cohort Period: 10-01-2024 - 12-31-2024	Total Participants Exited Cohort Period: 07-01-2024 - 09-30-2024	Negotiated Target	Employment Rate (Q2) Cohort Period: 10-01-2023 - 12-31-2023		Employment Rate (Q4) Cohort Period: 04-01-2023 - 06-30-2023		Median Earnings Cohort Period: 10-01-2023 - 12-31-2023	Credential Rate Cohort Period: 04-01-2023 - 06-30-2023		Measurable Skill Gains Cohort Period: 10-01-2024 - 12-31-2024	
				Num/Den	Rate	Num/Den	Rate	Earnings	Num/Den	Rate	Num/Den	Rate
				<u>11</u>		<u>8</u>			<u>4</u>		<u>1</u>	
				<u>14</u>		<u>11</u>			<u>6</u>		<u>8</u>	
				<u>6</u>		<u>9</u>			<u>2</u>		<u>2</u>	
				<u>9</u>		<u>10</u>			<u>5</u>		<u>11</u>	

Age

<16	0	0		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
				0		0			0		0	
16 - 18	<u>1</u>	0		<u>2</u>	100.00%	0	0.00%	<u>\$8,811.57</u>	0	0.00%	0	0.00%
				<u>2</u>		0			0		<u>1</u>	
19 - 24	<u>19</u>	<u>7</u>		<u>2</u>	66.67%	0	0.00%	<u>\$8,188.78</u>	<u>1</u>	100.00%	0	0.00%
				<u>3</u>		<u>1</u>			<u>1</u>		<u>7</u>	
25 - 44	<u>18</u>	<u>14</u>		<u>6</u>	75.00%	<u>16</u>	88.89%	<u>\$7,716.24</u>	<u>5</u>	50.00%	<u>1</u>	16.67%
				<u>8</u>		<u>18</u>			<u>10</u>		<u>6</u>	
45 - 54	<u>10</u>	<u>4</u>		<u>5</u>	71.43%	<u>1</u>	50.00%	<u>\$5,556.64</u>	0	0.00%	<u>2</u>	50.00%
				<u>7</u>		<u>2</u>			0		<u>4</u>	
55 - 59	<u>3</u>	<u>1</u>		<u>1</u>	100.00%	0	0.00%	<u>\$6,359.84</u>	0	0.00%	0	0.00%
				<u>1</u>		0			0		<u>1</u>	
60+	<u>2</u>	0		<u>1</u>	50.00%	0	0.00%	<u>\$2,842.98</u>	0	0.00%	0	0.00%
				<u>2</u>		0			0		0	

Ethnicity/Race

American Indian / Alaska Native	0	<u>1</u>		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
				0		0			0		0	
Asian	<u>8</u>	<u>3</u>		<u>1</u>	50.00%	0	0.00%	<u>\$22,477.07</u>	0	0.00%	0	0.00%
				<u>2</u>		0			0		<u>6</u>	
Black / African American	<u>18</u>	<u>12</u>		<u>4</u>	50.00%	<u>8</u>	75.00%	<u>\$6,755.70</u>	<u>1</u>	33.33%	<u>1</u>	14.29%
				<u>4</u>		<u>8</u>			<u>3</u>		<u>7</u>	
Hispanic / Latino	<u>20</u>	<u>9</u>		<u>10</u>	76.92%	<u>9</u>	81.82%	<u>\$5,958.24</u>	<u>5</u>	62.50%	0	0.00%
				<u>13</u>		<u>11</u>			<u>8</u>		<u>4</u>	
Native Hawaiian / Pacific Islander	0	<u>2</u>		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
				0		0			0		0	
White	<u>5</u>	<u>3</u>		<u>5</u>	83.33%	<u>3</u>	100.00%	<u>\$5,400.00</u>	0	0.00%	<u>1</u>	100.00%
				<u>6</u>		<u>3</u>			<u>1</u>		<u>1</u>	
More Than One Race	0	<u>1</u>		0	0.00%	0	0.00%	\$0.00	0	0.00%	0	0.00%
				0		0			0		0	

October 31, 2024

The Honorable Virginia Foxx  
Chair  
House Committee on Education and  
the Workforce  
Washington, DC 20515

The Honorable Robert "Bobby" Scott  
Ranking Member  
House Committee on Education and  
the Workforce  
Washington, DC 20515

The Honorable Bernie Sanders  
Chair  
Senate Committee on Health, Education,  
Labor, and Pensions  
Washington, DC 20510

The Honorable Bill Cassidy, M.D.  
Ranking Member  
Senate Committee on Health, Education,  
Labor, and Pensions  
Washington, DC 20510

Dear Chair Foxx, Chair Sanders, Ranking Member Scott and Ranking Member Cassidy,

On behalf of the undersigned youth and workforce development organizations from around the country, we applaud House passage of the bipartisan Stronger Workforce for America Act along with the release of the Senate Health, Education, Labor, and Pensions (HELP) Committee bipartisan discussion draft to reauthorize the Workforce Innovation and Opportunity Act (WIOA). We are encouraged that both bills include robust policy to help Opportunity Youth (OY) achieve positive career and education outcomes.

We are collectively committed to supporting the newly formed Bipartisan Opportunity Youth Caucus (BOYC) created by Reps. Steel (R-CA) and Carter (D-CA) and through that caucus, advancing supportive policies for Opportunity Youth and youth involved with foster care, juvenile justice, and youth homelessness systems. That is why we are pleased to see language from both the House and Senate that broadens program eligibility to include homeless and foster youth within the new definition of "Opportunity Youth." Currently, accessing WIOA for systems-involved youth can be challenging, especially if they are concurrently pursuing their education goals. Expanding the definition of Opportunity Youth to include systems-involved youth in WIOA will help youth organizations meet local needs and encourage state and local boards to develop service delivery systems to reach and serve this population.

The Stronger Workforce for America Act and the Senate HELP Committee's discussion draft also include important policy changes that will improve services and outcomes for OY. That is why we are also urging you to work toward a final bipartisan compromise that maintains a 75/25 priority for OY while expanding effective training models such as Individual Training Accounts (ITA), work-based learning, and post-secondary credential bearing programs. We also encourage a final compromise include a focus on OY in state and local planning and board representation, along with data collection; increase the ability of local one-stops and programs to presume eligibility for services; encourage dual enrollment; and authorize more robust funding levels for WIOA programs overall.

Final passage of a WIOA reauthorization in this Congress should also include language from the Senate's discussion draft to establish Youth Apprenticeships. This language is critical to help

Better Youth	California
Bridges from School to Work	California
California Coalition for Youth	California
California EDGE Coalition	California
California Family Life Center	California
California Indian Manpower Consortium, Inc.	California
California Opportunity Youth Network	California
Center for Employment Opportunities (CEO)	California
Children Now	California
Coalition for Advanced Restorative Equity (CARE4LA)	California
Coalition for Responsible Community Development	California
Conservation Corps of Long Beach	California
Covenant House International	California
Creating Coding Careers	California
CreatorUp	California
Edge Collaborative	California
Educate California	California
El Proyecto del Barrio Inc.	California
EntreNous Youth Empowerment Services	California
Envision Your Pathway	California
First Institute Training and Management, Inc.	California
First Place for Youth	California
Growing Big Ideas	California
iFoster	California
John Burton Advocates For Youth	California
Kids in Common	California
Kids in the Spotlight, Inc.	California
Kollab Youth	California
LA County Department of Economic Opportunity	California
Larkin Street Youth Services	California
Learning Works	California
New Door Ventures	California
New Ways to Work, Inc	California
OneFuture Coachella Valley	California

RYSE	Hawaii
Bridges from School to Work	Illinois
Covenant House International	Illinois
First Institute Training and Management, Inc.	Illinois
Per Scholas	Illinois
Young Invincibles	Illinois
Foster Success	Indiana
Keys2Work	Indiana
Per Scholas	Indiana
Urban Wildlife Adventures Not for Profit	Indiana
Oakmont Education	Iowa
Center for Employment Opportunities (CEO)	Kentucky
The Book Works	Kentucky
Beloved Community	Louisiana
Center for Employment Opportunities (CEO)	Louisiana
Covenant House International	Louisiana
KLG Consulting	Louisiana
New Orleans Career Center	Louisiana
New Orleans Youth Alliance	Louisiana
Operation Restoration	Louisiana
Reconcile New Orleans	Louisiana
The First 72+	Louisiana
Covenant House International	Maryland
Department of Juvenile Services	Maryland
Per Scholas	Maryland
Bridges from School to Work	Massachusetts
City of Boston	Massachusetts
Education Development Center	Massachusetts
Office of Workforce Development - City Of Boston	Massachusetts
Per Scholas	Massachusetts
United Way of Massachusetts Bay	Massachusetts
Center for Employment Opportunities (CEO)	Michigan
Covenant House International	Michigan
GearUp2Lead	Michigan

Staten Island Partnership for Community Wellness	New York
Stella & Charles Guttman Community College CUNY	New York
Tech Kids Unlimited	New York
The Community-Based Education Movement	New York
The Service Collaborative of WNY, Inc.	New York
Union Settlement Association	New York
Young Invincibles	New York
Youth Action YouthBuild East Harlem	New York
Youth Mental Health Academy, Child Mind Institute	New York
Youth WINS Coalition	New York
Center for Employment Opportunities (CEO)	North Carolina
HIGHTS, INC.	North Carolina
Per Scholas	North Carolina
Second Family Foundation	North Carolina
Center for Employment Opportunities (CEO)	Ohio
Oakmont Education	Ohio
Per Scholas	Ohio
The PEERS Project (formerly Lawrence County Youth Board)	Ohio
Youth Opportunities Unlimited	Ohio
Beloved Community	Oklahoma
Center for Employment Opportunities (CEO)	Oklahoma
Bridges from School to Work	Pennsylvania
Center for Employment Opportunities (CEO)	Pennsylvania
Covenant House International	Pennsylvania
Per Scholas	Pennsylvania
Philadelphia Youth Network	Pennsylvania
Beloved Community	Tennessee
Center for Employment Opportunities (CEO)	Tennessee
Beloved Community	Texas
Big Brothers Big Sisters of El Paso	Texas
Big Thought	Texas
Bridges from School to Work	Texas
Citizens for Educational Excellence, dba. Education to Employment Partners	Texas

2024

# **COMPREHENSIVE APPROACH TO ADVANCING RACIAL EQUITY:**

## Strategies and Frameworks in California's Workforce Development System

**Prepared by:**

California Workforce Association  
925 Del Paso Blvd  
Sacramento, CA 95815  
info@calworkforce.org  
916-263-4298



As we dive into the Race and Equity Framework Report, we are reminded of the profound insights from our “Letter to the Community” written in June of 2020. This report is not just a document; it is a testament to our unwavering commitment to dismantle systemic racism and promote equity in every facet of our workforce. We’ve outlined strategies targeting African American and Latinx communities, ensuring economic self-sufficiency and breaking cycles of poverty. Our comprehensive approach, from data analysis to legislative advocacy, aligns with our mission of creating a workforce environment where diversity and inclusion are more than ideals, but lived experiences.

**Our dedication goes beyond mere words; it is a call to action for systemic change, where every individual, regardless of their race or background, has equal opportunities to thrive.**

We have initiated an action plan underpinned by seven foundational pillars, from data research to peer learning, all aimed at embedding racial equity in our work. Our phased training and technical assistance approach, and Race Forward’s influence from the assessment tool, is designed to foster awareness, confront internal challenges, and strategize for impactful change. The Ready for Equity in Workforce Development: Racial Equity Readiness Assessment Tool is a critical component, guiding us in evaluating and improving our services.

In these turbulent times, marked by a collective outcry for social justice and racial equity, our mission has become ever more critical.

The California Workforce Association stands unwavering in its commitment to combat systemic inequities. We reaffirm our sentiments of solidarity, accountability, and action expressed in our letter. We recognize that quality jobs, high road partnerships, and career pathways must be underpinned by the fundamental principle of equity. Our dedication goes beyond mere words; it is a call to action for systemic change, where every individual, regardless of their race or background, has equal opportunities to thrive.

We confirm our commitment to these values and pledge to continue our work with renewed vigor and purpose. We stand together in the belief that through collective efforts, love, and understanding, we can build a more equitable and just society. Diversity strengthens us, and it is through our united efforts that we will prevail.

A handwritten signature in black ink, appearing to read "Bob Lanter". The signature is stylized and fluid.

Bob Lanter, Executive Director

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## WHY RACE AND EQUITY?

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The local workforce development system has historically served vulnerable populations through the Workforce Investment Act and Workforce Innovation and Opportunities Act (WIOA), though the term race and equity has only recently established a presence in the language and voices of those leading the industry. The term rose to fruition during the 2020 civil unrest caused by the systemic racism and intentional targeting of black and brown citizens by the country's justice system. The documented police brutality, historic protests, and societal racial tension sparked a new meaning for how the workforce system addresses inequities in labor markets and targets how historically disenfranchised individuals access services. Through the leadership of the California Labor and Workforce Development Agency (LWDA), California Workforce Association (CWA), and California's Local Workforce Development Boards (CA LWDBs), race and equity has become an intentional priority in convenings, technical assistance, and legislation across the State's workforce development system.

**Race and Equity has an intentional focus on race, particularly those of an African American or Latinx descent, and how those minority populations are provided with the opportunities to become economically self-sufficient and diminish generational cycles of poverty.**

The term Race and Equity often gets categorized with a corresponding term Racial Equity, Diversity, and Inclusion (REDI) but there is discrepancy amongst the two similar but different terms. Race and Equity has an intentional focus on race, particularly those of an African American or Latinx descent, and how those minority populations are provided with the opportunities to become economically self-sufficient and diminish generational cycles of poverty. The term Racial Equity, Diversity, and Inclusion reflects a broader targeted population serving individuals based on economic status, sexuality, accessibility, gender, and racial identity. Though both terms are similar and equally important, it is critical that the work for both of these efforts are mutually exclusive in order to create and sustain trends of upward mobility in these vulnerable communities.

## HIGHLIGHTS OF CWA RACE AND EQUITY EFFORTS

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The California Workforce Association, which is the statewide non-profit membership association representing the forty-five local workforce development boards in California, made a statement to our membership in early 2020. The statement articulated how we, the workforce development system, can no longer allow the communities that are the most vulnerable to substance abuse, domestic violence, police brutality, and systemic racism to continue to be marginalized and segregated from the programs that the workforce system provides. With the statement to its membership and the initiative of the CWA staff, race and equity has become an integral element to the foundational pillars of CWA.

Training and technical assistance, capitalizing on strategic partnerships, and advocating for workforce and economic development legislation are the key pillars of CWA. When incorporating race and equity efforts, ensuring alignment with these pillars is critical. To assist with the implementation of the race and equity work, CWA staff solicited interest from our member-

**...a Race and Equity Work group that included seven local workforce development boards with different demographic and geographic constructs.**

ship to form a Race and Equity Work group that included seven local workforce development boards with different demographic and geographic constructs. The seven members included the local workforce development boards from the city of Richmond, Pacific Gateway (Long Beach), Foothill (Pasadena and surrounding cities), Merced, San Joaquin, San Bernardino, and Imperial Counties. These members, with the support of CWA staff, were tasked to:

 **Review and identify priorities from the 2020 Race and Equity Action Plan:** In early 2020, amongst the social and civil unrest, CWA and its membership convened an emergency Race and Equity ad hoc committee to develop an action plan that would frame the work that CWA could adopt to ensure these efforts continue. Out of the discussions and participation from the ad hoc committee, an action plan was developed that included seven pillars: Research and Analyze Data, Provide Peer to Peer Learning Support, Provide Education and Information to the Workforce Community, Training and Technical Assistance to the Local System, Review and Make any Necessary Changes to CWA Structure, Support and Align State and Federal Legislation and Policy, and Develop a Plan to Fund Equity Work. From these seven pillars, deliverables and action items were identified that are used as a basis to accomplishing the pillars.

# HIGHLIGHTS OF CWA RACE AND EQUITY EFFORTS



**Identify technical assistance needs and produce training:** With the seven pillars identified as a foundation for the Race and Equity work of CWA and its membership, discussion arose around addressing priority items for the work group to achieve in an immediate time frame of 9-months. Given that training and technical assistance is a pillar of CWA, this item became a priority to move forward. The implementation of this pillar was structured strategically for the CWA membership based on their level of comfort and current engagement with their race and equity efforts.

The strategic structure provided to the membership was based on three phases of readiness:

## PHASE 1:

Foundational training and technical assistance to develop awareness, understand common language, conceptual frameworks, and enhance the ability to address equity, diversity, and inclusion challenges.

## PHASE 2:

Understanding and identifying present internal equity, diversity, and inclusion challenges, strengths, and priorities across employee experience.

## PHASE 3:

Developing a strategic plan to establish key action steps and metrics to advance equity, diversity, and inclusion goals in integration with organizational values, goals, and operations.



**Ensure race and equity language was included in workforce and economic development legislation:** This focus has allowed CWA and its membership to support or reject workforce and economic development legislation. Aligning this ability with the work of the race and equity efforts has allowed CWA and its members to have an integral influence on the language of legislation to ensure that race and equity is addressed.



**Develop a Race and Equity Framework: Identifying and developing an all-encompassing strategy to guide CWA and its membership's Race and Equity efforts.** The Race and Equity framework is established based on the foundational pillars of CWA that are built from the organization's mission, vision, and goals in the workforce development system.

# RACE AND EQUITY FRAMEWORK

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## CWA Race and Equity Mission Statement



To ensure California's Local Workforce Development Boards have access to racial equity resources to drive systemic change.

The CWA Race and Equity Mission Statement is an integral part of the framework, reinforcing the organization's commitment to support local workforce development boards and partners through strategic advocacy, partnership convening, and capacity building. This mission statement is in alignment with CWA's current mission and represents the goal of incorporating racial equity into the organizational mission.

**This framework serves as a strategic guide for CWA's efforts, guiding the organization's commitment and actions, and setting the stage for equitable decision-making in workforce development.** It is an evolving document that will be updated over time to reflect lessons learned in the journey to advance racial equity. Elements of the racial equity framework derive from approaches used by the Government Alliance on Race and Equity (GARE). GARE is a national network of State and local governments working together to achieve racial equity and advance opportunities for all. It also derives from the Annie E. Casey Race Matters Toolkit and the JustLead Washington, REJI Organizational Race Equity Toolkit. The Race and Equity Framework encompasses several key elements that include Race and Equity Working Agreements, the Race and Equity Mission Statement, Race and Equity Working Assumptions, and the Theory of Change.

## Race and Equity Working Agreements

One of the foundational components of the CWA Race and Equity Framework is the set of Race and Equity Working Agreements. These agreements serve as the backbone of racial literacy, personal transformation and as a guide for Local Workforce Development Boards. They go beyond typical group agreements, aiming to build trust and facilitate difficult conversations about race, which can often be uncomfortable. **The Working Agreements provide an alternative approach to meetings, communication and collaboration, and creates an inclusive environment that encourages open, honest, and transformative discussions.**

# RACE AND EQUITY FRAMEWORK

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**These working agreements lay the foundation for fostering open and productive dialogue around racial equity. :**



**Be Present:** Encourages active listening and self-awareness during discussions.



**Speak Your Truth:** Emphasizes the importance of honesty and the willingness to take risks in expressing thoughts and opinions.



**Experience Discomfort:** Acknowledges the inevitable discomfort that arises when addressing racial issues.



**Consider Power Dynamics:** Promotes an awareness of the various perspectives and forms of power within the group.



**Intent vs. Impact:** Shifts focus from the intent to the impact on those affected when assessing actions.



**Respect Confidentiality:** Balances individual privacy with the sharing of ideas and content.



**No One Knows Everything Together We Know a Lot:** Encourages shared learning and humility.



**Move Up, Move Up:** Encourages participants to adapt their speaking and listening roles as needed.



**Expect and Presume Welcome/Establish Brave Space:** Recognizes the value of discomfort in learning and encourages respectful and generous conversations.



**Expect and Accept Non-Closure:** Acknowledges that racial equity work is ongoing and may not always lead to resolution.

# RACE AND EQUITY FRAMEWORK

## Race and Equity Working Assumptions

The Race and Equity Working Assumptions form the basis for the framework, recognizing that racial disparities significantly affect various indicators of well-being. These disparities often result from institutionalized policies and practices that inadvertently create barriers to opportunity. The working assumptions are as follows:



These assumptions guide the understanding and approach to racial equity within CWA's workforce development initiatives.

# RACE AND EQUITY FRAMEWORK

## Theory of Change

The Theory of Change is an essential aspect of the CWA Race and Equity Framework, providing a strategic roadmap for advancing racial equity in workforce development. This theory outlines three key phases:



### Normalize

This phase involves creating a shared understanding of definitions related to implicit bias, institutional and structural racism. Normalizing and prioritizing these efforts create urgency and lay the foundation for change. It includes action plans, timelines for accountability, and articulating a vision for racial equity. Collaboration with experts is a key part of this phase.



### Organize

In the organizing phase, CWA seeks to build capacity and infrastructure within the organization and in partnership with others. This includes staff training, identifying best practices, and aligning efforts both internally and externally.



### Operationalize

The operationalization phase emphasizes integrating racial equity into routine decision-making processes. This is achieved by using Racial Equity Tools and implementing measurable actions. Data-driven decision-making is a core aspect of this phase, ensuring that policies, programs, and practices that perpetuate inequities are addressed and changed.

**The CWA Race and Equity Framework is a vital resource in CWA's ongoing commitment to promoting racial equity within workforce development.** It establishes a strong foundation for open and honest dialogue, reinforces the organization's mission, provides essential assumptions for understanding racial disparities, and lays out a comprehensive theory of change. As the CWA continues its journey towards racial equity, the framework will serve as a valuable guide for internal efforts and as a resource for local workforce development boards and partners.

# READY FOR EQUITY IN WORKFORCE DEVELOPMENT: RACIAL EQUITY READINESS ASSESSMENT TOOL

An essential element to the CWA Race and Equity Framework is strategic partnerships and internal assessments that advance operations related to race and equity within the LWDBs. CWA is utilizing and has adopted the Race Forward Ready for Equity in Workforce Development: Racial Equity Readiness Assessment Tool. Race Forward is a national racial justice organization that advances racial equity and inclusive democracy. The purpose of the assessment tool “is to provide workforce organizations with the information needed to advance racial equity more systemically, strategically, and successfully.” There are five key areas examined in the tool:



**Mission, Values, and Culture:** Ensuring racial equity is a core part of the organizational mission and being intentional that people of color at all levels of our organization feel fully included, respected, represented, and valued.



**Customer Access to Services and Tracking Racial Disparities:** This area of the assessment is to ensure that there are no internal organizational barriers and biases that are preventing clients of color from accessing services.



**Curriculum:** Ensuring the clients of color that are served are involved in the decision-making process of curriculum development that cover substantive principles around racial equity frameworks.



**Leadership and Staff Morale:** The goal of this key area is to ensure that staff of color are proportionally represented throughout our staffing and leadership structure.



**External Relationships and Advocacy:** The last key area is to ensure that all leadership and staff are equipped with racial equity frameworks that inform internal and external work practices, decision-making capabilities, and advocacy efforts for the clients of color that are served.

**The five key areas described in the tool will help workforce organizations “normalize the practice of explicitly examining how their organization is addressing racism and advancing racial equity.”** “Understanding that racial equity is both a strategic and moral imperative can bring a level of sustainability and rigor to your team’s work.” - Race Forward Assessment Tool

Several CWA Board of Directors have adopted this tool to benchmark and advance equity. Currently three LWDBs are in the process of getting it approved by their Board of Directors and piloting the tool. In the months to come, CWA will work with all the 45 LWDBs in California to introduce the tool as a systemic practice.

# DATA ANALYSIS PROJECT

The Race and Equity Plan includes a high-level action item focused on Researching and Analyzing Current Data. The sub-action item involves reviewing State data and interpreting what it reflects. The project began by asking key questions: what are the current workforce indicators and results, what data is tracked, and the identification of missing data.

## Workforce Indicators and Results

An aspect of the project was the development of Workforce Race and Equity Indicators. These indicators are essential for tracking and promoting equitable results and outcomes. Discussion of workforce indicators was guided by the National Equity Atlas report card on racial and economic equity which includes data and strategies. Rather than selecting indicators for the Local Workforce Boards, a decision was made to provide the Report Card as a resource to the field with an understanding that LWDBs may have to abide by efforts in their jurisdiction. However, CWA is considering the promotion of “in an equitable economy, all workers should earn a family-sustaining wage that allows them to meet their basic needs, participate in the local economy, and plan for the future without systematic differences by race and gender” as our indicator.

Table 1. RBA Framework

<p><b>How much did we do?</b></p> <p><b># organizations/ people served</b></p> <p><b># activities (by type of activity)</b></p>	<p><b>How well did we do it?</b></p> <p><b>% common measures</b> e.g. workload ratio, staff composition, % staff fully trained/culturally competent</p> <p><b>% activity-specific measures</b> e.g. % timely % people completing activity/training attendance rate, % correct and complete</p>
<p><b>Is anyone better off?</b></p> <p><b>#/% skills/knowledge</b> e.g. knowledge of how to start a small biz</p> <p><b>#/% attitude/opinion</b> e.g. feel a sense of belonging in the organization</p> <p><b>#/% behavior</b> e.g. school attendance, residents included in decision-making</p> <p><b>#/% circumstance</b> e.g. working, in stable housing</p>	

(City of Oakland, Race and Equity Implementation Guide)

The project introduced the Results-Based Accountability (RBA) framework (Table 1), a process that starts with the end in mind and focuses on impact while considering root causes. The critical questions for evaluation and accountability within RBA include: How much did we do? How well did we do it? Is anyone better off?

The WIOA performance measures were incorporated into the RBA framework (Table 2) with credit to the Alameda County Workforce Development Board.

Table 2. WIOA Measures/RBA Framework

<p><b>How much did we do?</b></p> <p>Number of New Enrollments</p> <p>Number of Training Dollars Obligations</p> <p>Number of OJT Enrollments</p> <p>Number of ITA Enrollments</p>	<p><b>How well did we do it?</b></p> <p>Percentage of Work based Learning</p> <p>Percentage of Training Leading to a Credential</p> <p>Percentage of Measurable Skills Gains</p> <p><b>Percentage of Median Income Earnings</b></p>
<p><b>Is anyone better off?</b></p> <p>Number or percentage of Entered Employment</p> <p>Number or percentage of Credential Attainment</p> <p>Number or percentage of Job placements by Sector/Occupation</p>	

\*Measures in bold are currently disaggregated by race.

# DATA ANALYSIS PROJECT

## Existing Race and Equity Data

The project collected and reviewed data that is disaggregated by race from the Race and Equity Workgroup members. The following disaggregated data is available (**Table 3**):

**From WIOA:** Enrollments/Participation, Employed, Median Income Earnings

**From the Census/American Community Survey (ACS):** Monthly Income, Population, and Unemployed

The project also engaged with the California Employment Development Department’s Workforce Services Branch regarding WIOA data to make them aware of the Race and Equity work and the Data Project. It was noted that tracking occupations required the use of the Supplemental Data report, which would necessitate LWDB staff to follow up with individuals after they are employed.

**Table 3. Disaggregated Data by Race**

<b>Census/ACS</b>	<b>CalJOBS</b>
Monthly Income	Employed
Population	Participation/Enrollment
Unemployed	Median Income Earnings
<b>Race/Ethnicity</b>	<b>Race/Ethnicity</b>
American Indian or Alaskan Native	American Indian
Asian	Asian
Black	Black/African American
Native Hawaiian or Pacific Islander	Native Hawaiian
White	White
2 or more Races	More than one Race
White Non-Hispanic/White Hispanic	Hispanic /Latino

## Missing Data and Measures

One of the critical findings of the project is the absence of outcome data that is disaggregated by race. Moreover, it was noted that most of the WIOA performance measures are not currently disaggregated by race.

Beyond the limits of WIOA, the project is continuing to identify missing disaggregated data, which extends beyond the information available in CalJOBS and via the US Census. Some of the initial discussion has centered around layoffs, repeat customers, job retention, and livable wages. These areas, as well as others, require further attention and will be one of the priorities of the Race and Equity Committee moving forward.

## NEXT STEPS

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CWA is committed to supporting Local Workforce Development Boards as they operationalize race and equity within California. This includes incorporating a new standing Race and Equity Committee to the existing CWA Board structure, continuing to analyze the pilot for the Ready for Equity in Workforce Development: Racial Equity Assessment Tool, the Data Analysis Project, focusing on deeper stakeholder partnerships, and training and technical assistance. All of these efforts in aggregate are positive steps toward providing California's LWDBs access to resources that drive systemic change.

### Training and Technical Assistance

A key element to addressing systemic racism and diminishing historical cycles of inequities in labor markets is to continue to provide training and technical assistance to the workforce development system in California. CWA is committed through our training, conference workshops, Executive Boot Camps, and technical assistance funded grants to ensure that there is a component of Race and Equity weaved into the curricula, programs, and deliverables of these initiatives. This commitment will allow LWDBs and their stakeholders, no matter where they sit on the spectrum of race and equity progression, to utilize CWA as a resource, tool, and thought partner to advance their race and equity work.

### Race Forward Assessment Tool Pilot

The willingness from the LWDBs in the Race and Equity Work Group to pilot the assessment has provided CWA with the opportunity to analyze this effort to see where there are successes, and needed modifications based on board construct, challenges, and lessons learned. With the support of the Race and Equity Committee, CWA will have the knowledge to scale this pilot statewide for LWDBs to use as an internal tool to assess their racial equity efforts.

### Data Analysis Project

The CWA Race and Equity Committee will continue identifying missing disaggregated data crucial for understanding racial inequities in workforce development. An element of this task is going beyond the limits of the WIOA and expanding our search to data sources beyond CalJOBS and the US Census. At the same time, we're conducting an ownership assessment to pinpoint the organizations or entities that might hold this missing data. Once identified, our goal is to develop a plan outlining the steps required to move forward with obtaining the missing data, including who is responsible depending upon who owns the data (local, state or federal government, private business, education institution, etc.) We are aware of the complexities in establishing clear agreements, legal frameworks, and data privacy considerations within partnerships to ensure responsible and secure data sharing. We are committed to advocating for and supporting policy and data collection changes when necessary to enhance the gathering of crucial disaggregated data pertaining to racial equity.

As the project advances, we will share findings with any collaborating partners and other stakeholders aligned with our mission. These stakeholders may hold the key to securing the missing data or have a vested interest in the identification of crucial disaggregated data that can shed light on racial inequities in workforce development. Ultimately, our findings will be shared widely among a diverse set of stakeholders such as government agencies, education institutions, private sector partners, philanthropic organizations, nonprofits, and labor unions. Additionally, we will provide recommendations to the LWDBs demonstrating how the data findings can be leveraged to enhance their local initiatives, policy development, program design and decision-making processes. We encourage local areas to establish and put into practice requisite data collection methods, and we will offer suggestions to assist in this endeavor.

## NEXT STEPS

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Finally, we will introduce tools like the Racial Equity Impact Analysis, utilizing the Results-Based Accountability model to establish meaningful performance measures and systems for accountability. This analysis involves setting equitable results and outcomes, and gathering the right data to assess impacts. The findings from our project will provide a baseline for available disaggregated data and its readiness for the Racial Equity Impact Analysis. The findings from this project will also play a critical role in LWDBs implementing the Ready for Equity in Workforce Development: Racial Equity Assessment Tool, which involves assessing current data and identifying missing data for their own action plans.

### CWA Race and Equity Committee

The formal institutionalization of the CWA Race and Equity Committee was approved for motion during the CWA September 2023 Board meeting. The Race and Equity Committee is one of five CWA standing committee's in addition to the Executive Committee, Opportunities Committee, Legislative Committee, and Capacity Building Committee. It is designed to ensure that race, equity, diversity, and inclusion is an integral part of the workforce system. The committee sets out to address the inequities in labor markets and uplift historically marginalized populations through training and technical assistance, advocating for equity in legislation, and strategically partnering with organizations that have a vision of upward mobility for California's disenfranchised communities. The Race and Equity Committee is tasked with moving the Race and Equity framework forward, delivery of the 2020 Race and Equity action plan, and brainstorming strategies that CWA can implement to advance race and equity across the workforce development system.

### Stakeholder Partnerships

Formal and informal stakeholder partnerships are essential in advancing the work we have adopted. We are preparing to engage in formal partnerships with organizations that have expertise in the field of racial equality, providing training, best practices, resources, and tools for our ongoing activities. Notably, a partnership with Race Forward, whose influence has already shaped our initial actions in promoting racial equity will be explored. Moreover, we are exploring and encouraging local workforce development boards to explore potential membership with the Government Alliance on Racial Equity (GARE), thereby expanding our network of expertise and resources.

Additionally, we are preparing our engagement with the newly formed California Race and Equity Commission. Our plan includes introducing the CWA Race and Equity work to guide the development of the State's Racial Equity Framework, particularly as it relates to workforce development. The goal is to ensure that our actions are seamlessly aligned with broader state-level strategies for advancing racial equity. Furthermore, we will explore the potential for support from organizations such as the James Irvine Foundation, the California Wellness Foundation, the San Francisco Foundation, the Annie E. Casey Foundation, and others who share our commitment to advancing racial equity locally and Statewide. We will explore relationships with national organizations like Policy Link, the National Fund for Workforce Solutions, the National Equity Atlas, the Othering and Belonging Institute at the University of California Berkely, as well as local, State, and Federal government departments.

Finally, recognizing their key role, it is essential we provide our membership with resources that assist in engaging with community members who have directly experienced racial disparities. Inclusive engagement is a priority as racial disparities are addressed within workforce development to ensure their active and meaningful involvement in the efforts.



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2024

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With support from CWA's Race and Equity Work Group members:

- |                        |                           |
|------------------------|---------------------------|
| Foothill WDB           | Merced County WDB         |
| San Joaquin County WBD | Pacific Gateway WIB       |
| Richmond WDB           | Contra Costa County WBD   |
| Imperial County WDB    | San Bernardino County WDB |

Day at the  
Capitol

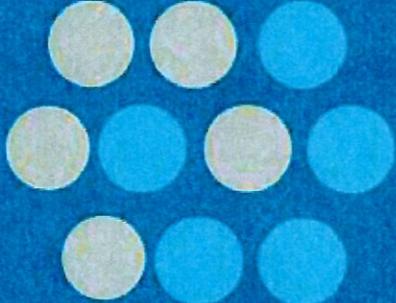


# CWA'S ANNUAL DAY AT THE CAPITOL

Join us for a full day of advocating for important  
issues.

WEDNESDAY, MARCH 5TH, 2025

CWA's Annual Day at the Capitol is a  
day-long event where advocates come  
together to learn about important  
issues and meet with their elected  
officials. Join us to make your voice  
heard!

**cwda**   
california workforce association