

A. Project Profile (1 page maximum)

Project Name: Promoting Economic Opportunity at the Fremont Warm Springs BART Station

Lead and Partner Organizations: Non-profit Organization

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Sub-Grant Program: Economic Prosperity

Project Type: Workforce Development and Training
Transportation Access and Affordability

Total Grant Amount: \$50,000

Total Match (if any): Foundation Support

Geographic Coverage of Project: Fremont, Warm Springs BART Station

Brief Description (150 words maximum): The main goal of this project is to link low-income workers, job support services, training, and employers to the Bay Area's transit system by creating a job-training center at the Fremont Warm Spring Bart Station to create pathways to career ladder jobs.

B. Project Description (1 page maximum)

The Project:

A pilot project to create a job-training facility within the Warm Springs Priority Development Area to preserve career-ladder job opportunities and increase access to career-ladder jobs in one of the most critical neighborhoods in Plan Bay Area.

Need:

Warm Springs will be the next major BART extension station added to the existing Bay Area-wide regional transit system, making this area the recipient of one of the largest single

investments in transportation capitol in the region. Warm Springs BART will eventually connect Fremont residents to all three of the major Bay Area cities and workers from as far as Richmond, San Jose and Colma. With the PDA planning processes set to begin, significant investments in nearby industrial uses (Tesla Motors, Seagate Technology), and the fourth largest population in the Bay Area, Fremont is set to be the next major transit-oriented development site in the region. The Warm Springs project area is estimated to be three times the size of Mission Bay. Because of the size of the PDA, the amount of housing the area needs to produce and the incredible job opportunities in the area, success in this PDA will impact the entire region.

Warm Springs BART will also provide an opportunity for current Fremont residents and Fremont workers to live near a regional transit station that will allow them to walk to businesses and take a train to work. All of these opportunities will be discussed throughout 2014 as the City of Fremont plans this area.

Work Plan

Task1: Project management and coordination with partners

Urban Habitat worked with Communities Organizing for Renewal (COR), to identify a funding source for a job training facility at the Warm Springs BART Station Area that will allow LMI workers with employment barriers the opportunity to learn the skills needed for quality level, career-ladder jobs in the area.

Deliverables: Urban Habitat completed a draft of the final report using an outline agreed to by the MTC Program Manager. The document was reviewed by the MTC Program Manager and the feedback was integrated into the final report.

Task 2: Community Outreach

Urban Habitat worked with COR to ensure that low income workers are engaged in the planning and creation of a job-training center. COR met with members of congregations in the area, students at area community colleges, and members of allied organizations to talk about the concept, identify specific needs and concerns.

Task 3: Job Training Center Advisory Committee

Urban Habitat worked with COR to create an Advisory Committee of public and private organizations (including labor, workforce investment boards, the Fremont Economic Development Department, community colleges, business leaders, BART planners) to inform recommended policies and programs that can be adopted by the city of Fremont to preserve current jobs and foster new career-ladder jobs with low barriers to entry. The recommendations from these meetings are included in the final report.

Task 4: Economic Prosperity Working Group Meetings and regional Convening

Urban Habitat attended Economic Prosperity Working Group Meetings regularly and we plan on attending the regional capstone conference.

Deliverable:

Role of Lead and Partners

- Identified potential funding sources for a job training facility that will allow people with employment barriers the opportunity to learn the skills needed for quality level, career-ladder jobs in the area. Urban Habitat completed a research paper that describes the potential funding sources, the political barriers to each funding source, and lays out three scenarios that could meet Southern Alameda's needs. The paper was created with input from a broad range of stakeholders including the business community, city staff, the local workforce investment board, other community groups, and labor organizations.

C. Created a roundtable of public and private organizations (including labor, workforce investment boards, the Fremont Economic Development Department, Alameda County Board of Supervisors, Abode Services, community colleges, business leaders, BART planners) to inform the policies and programs to preserve current jobs and foster new career-ladder jobs with low barriers to entry.

D. Challenges and Outcomes (1 page maximum)

4. Challenges

One of the largest lessons learned is about the hierarchy of needs for low-income renters. With skyrocketing rents, the interests in community members in issues like access to healthy food became secondary to staying in their homes. Housing instability due to rapidly increasing rents, record low vacancy rates, and increases in population due to growing employment is contributing to a dramatic increase in regional inequality. In the Bay Area, housing advocates have focused for the last 25 years on increasing funding, getting access to quality sites, and improving the political will to build and sustain deed restricted affordable rental housing. While this strategy has created tens of thousands of homes for very-low, and extremely-low income families, affordable housing development has not kept pace with the need. Today, most families earning less than half of the median income are living in cheap housing, housing managed by for-profit companies in buildings that are old, poorly maintained, located in neighborhoods not well connected to transit and with few amenities like parks, quality schools, grocery stores, and often in overcrowded situations. While long-term, Urban Habitat agrees that quality housing in transit rich and service rich locations with rents based on ability to pay will provide better communities, we need to address the challenges low-income communities are facing in for-profit housing if we want to address displacement.

5. Outcomes

The City of Fremont adopted a specific plan and approved a development agreement for a portion of the planning area. While the coalition did not achieve all of the goals, the development will build 286 affordable homes in a location within a mile of a grocery store and across the street from the BART station. Through the campaign, 52 organizations representing over 50,000 families have joined the RISE coalition in Fremont, changing the conversation around affordable housing and displacement issues and increasing the support for Housing Justice policies on the council. The job training center is still in the idea phase. We are hopeful that the circulation of the report will generate increased interest with the staff and city council in Fremont.

E. **Replicability and Dissemination (1 page maximum)**

6. Replicability

Because the project is still in the planning stage, it is difficult to identify the key strategies that should be replicated.

7. Tools and Resources

The most useful tool is the **Fremont Warm Springs Job Training Center Proposal**. This report explains the need for creating job training centers, case studies of successful models, and funding sources that are transferable to any community in the state.

8. Sharing and Dissemination

The report will be shared with elected officials, planning commissioner, and staff in the City of Fremont. We will also make the report available to partner organizations that are interested in pursuing a job training center in their community.

F. Recommendations and Next Steps (1 page maximum)

9. Recommendations

There are three scenarios that could be implemented to foster access for low income workers to career ladder jobs.

Scenario 1: New building near Warm Springs BART station.

One way to help residents gain access to the new jobs that will come into the Warm Springs area is by creating a new building or dedicating an existing building in the area specifically to job training resources. This center could maintain postings of local job opportunities and at least one dedicated staff member who would perform intake for job seekers, as well as follow up to make sure that the individual's have found the resources they seek at existing training institutions. Alternately, or in addition, to intake and tracking, the center could provide training on-site for some of the specific new job opportunities at the Warm Springs location. The building should be located within walking distance from the Warm Springs BART station to maximize the ease of access.

Scenario 2: Informal kiosk at Warm Springs BART station.

Another form that the job training "center" could take would be an informational kiosk located directly at the Warm Springs BART station, so that individuals coming from or leaving the station could visually see information about job openings in the area and existing Fremont and/or Tri-City resources that could help them access those jobs. This kiosk could be either staffed or unstaffed.

Scenario 3: Extension of resources at existing Fremont and Tri-City training sites or Warm Springs companies.

An alternate approach to the two above would be to invest more heavily in the existing Fremont and Tri-City career programs. While all of the scenarios assume direct connection with existing resources, this option would not create an on-site building or kiosk at Warm Springs. Instead, existing job training resources in other Fremont and Tri-City locations would be bolstered in an appropriate manner. This strategy could include increased funding for Warm Springs-relevant training programs so as to increase the number of training slots available, increased funding at Warm Springs companies for internships, or stronger connections with regional efforts, among other options.

10. Next Steps

We are engaging partners including: The Growth Sector, a non-profit that assembles career pathways in community colleges with local workforce development providers; Ohlone College;

Fremont Adult School; Fremont Human Services; and La Familia, a community organization that runs a program for low-income youth in Newark and Fremont. Finally, we are reaching out to the developers at Warm Springs to keep the idea moving forward.

**Fremont Warm Springs
Job Training Center Proposal**
By Urban Habitat and
Congregations Organizing for Renewal
March 2015

I. INTRODUCTION

Situated just across the Bay from Silicon Valley, the city of Fremont, California was created in 1956 out of five separate townships. A small agricultural community at the time, Fremont has since become the fourth largest city in the Bay Area¹ and is looking toward growth industries in advanced manufacturing and technology to shape its twenty-first century identity. Fremont is rapidly becoming an economic hub in South Alameda County, and of growing importance to the entire Bay Area region's economic infrastructure.

The impending opening of the Warm Springs BART station in South Fremont at the end of 2015 will add momentum to a changing economic climate and shifting demographics. As the 879 acres of formerly undeveloped land around the new BART station are built out, the area will become more desirable to high-wage job sectors and high-end housing developers. The City of Fremont projects that approximately 4,000 new housing units and 12,000 new jobs will result from the development,² dramatically transforming the area from its current state.

The development of the Warm Springs BART station and surrounding area represents an opportunity for equitable transport oriented development, but also presents a danger that the inequality prevalent throughout the region will be replicated. To ensure the former, we need to see this new transportation investment and related development as an opportunity to improve employment opportunities for low- and moderate-income residents of Fremont and the Bay Area overall. Job training resources that are well-integrated with existing career assets could help build bridges for low- and middle-class residents into career-ladder jobs.

This report is an effort to offer guidance for how we might approach the challenge of linking residents of the Fremont area with emerging employment opportunities in and around Warm Springs. After this Introduction, the second portion of the paper will discuss the regional and local research on employment and career resources as related to Warm Springs, illustrating the need for job training resources associated with the new

¹ City of Fremont, *The Fremont Story*

² Benedetti, 2014

development. The third section examines the qualitative information learned about Fremont and the region's job training strengths and needs. The fourth section presents three case studies as example strategies for bringing new job training resources to the area through the new development. The fifth section outlines several recommended scenarios for new resources as well as funding options. Finally, the sixth section offers concluding thoughts.

II. BACKGROUND AND NEED FOR JOB TRAINING CENTER

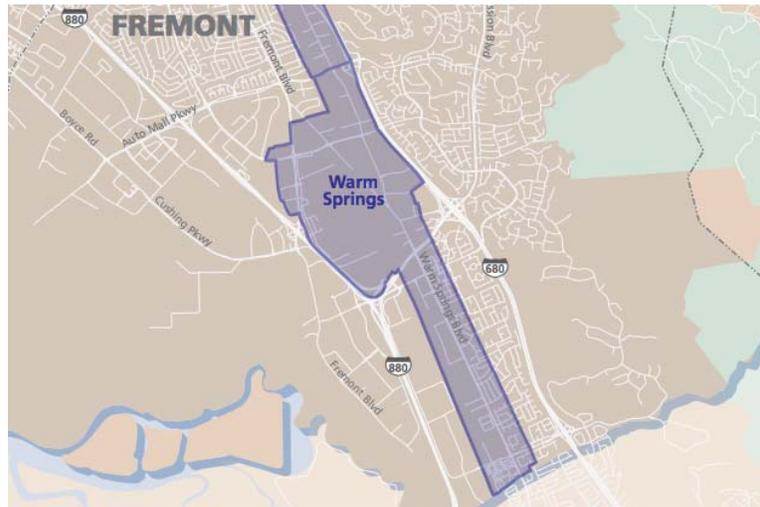
Research shows that the Bay Area, and Fremont in particular, is quickly becoming host to high-skill jobs at the exclusion of quality opportunities for low-income workers. The data point to the need for stronger pathways into emerging sectors such as advanced manufacturing and information technology, so that low-income workers can also share in the benefits of Fremont's future economic growth. Additionally, medium-income workers will also need assistance in obtaining access to new employment opportunities that will become available through the development at Warm Springs.

Regional Trends in Employment, Income, and Education

The Fremont Warm Springs BART station and associated development that will happen around it are critical resources for Alameda County and the Bay Area as a whole. Existing research shows wide inequality in the region, and a number of barriers to accessing well-paying jobs for low-income and immigrant residents. In order for Warm Springs development to maximize its potential as a site of equitable transit oriented development, economic development must benefit current city residents. Central to this task is ensuring residents are equipped to access new employment opportunities. Examining the region as a whole begins to illustrate the need for new career resources for this population, as well as for medium-income workers.

In July of 2013, the Association of Bay Area Governments (ABAG) and the Metropolitan Planning Commission (MTC) approved Plan Bay Area, which designates certain areas of the region for the most intensive housing and jobs growth over the coming decades. These self-selected, focused growth hubs are called Priority Development Areas (PDAs). The following map of South Fremont highlights the South Fremont PDAs, showing that Warm Springs is intended to become a regional growth hub. Given the large opportunity that the new BART station presents, in addition to the actual job and housing opportunities it will provide, it is critical that the station area development serves as an example of how to do transit-oriented development in other places throughout the region.

Map 1. South Fremont Priority Development Areas³



Moving from the regional context of the Bay Area to the sub-regional scale of the East Bay reveals increased economic activity and wage inequality here as well. Estimates show that East Bay employment growth increased from 0.2% in December 2012 to 2.4% by December 2013.⁴ Analysis of the March 2013 to March 2014 time period also shows particular growth in high-skill sectors, such as Professional, Scientific, and Technical Services and Health Care. Additionally, the region saw employment growth in Computer Systems Design Services and Manufacturing, even though most other areas in the state saw a decline in these fields.⁵ Fremont specifically is becoming an important hub for clean technology, with more than 30 clean tech companies.⁶ The East Bay is host to an increasingly high-skill set of employers and workers overall⁷, leaving questions as to how we can create pathways into high-skill, high-wage jobs for the many remaining workers with low-levels of education.

While many workers call the East Bay home and the area as a whole is experiencing economic growth, there is a large gap in income between high and low-skill workers. While an employee with a graduate or professional degree in the East Bay made \$86,528 in 2012, a worker with less than a high school degree only made \$20,174. The disparity is even wider for the Santa Clara County, with the most highly educated workers making \$101,279, while the lowest educated earn only \$20,853.⁸

³ Alameda County Transportation Commission, 2012

⁴ East Bay EDA, 2014, p4

⁵ East Bay EDA, 2014, p5

⁶ East Bay EDA, 2014, p18

⁷ East Bay EDA, 2014, p5

⁸ East Bay EDA, 2014, p35

Income disparity is not the only challenge that workers in the East Bay face. For immigrants who do not speak English well, career ladder jobs can be particularly difficult to obtain. A report from the East Bay Economic Development Alliance points to the importance of expanding opportunities to learn English within the work environment, due to the East Bay immigrant population and the increasing percentage of jobs in the region that prioritize strong communication skills. More specifically, the Alliance's report recommends educational programs that are linked to regional employer and sector needs.⁹

Some of the people who would want to take advantage of high-paying jobs in the East Bay, and Fremont in particular may not live there, but are no less important than Fremont and East Bay residents to the region's economic health. The East Bay sees both a large outflow and inflow each day of workers, as high-skill workers leave, and other workers commute into the area.¹⁰ The fact that 187,000 workers commute into the East Bay everyday means that any analysis of workforce needs in Fremont has to take into account more than just the residents of the city.

The Fremont and Tri-Cities Context

The City of Fremont is positioning the Warm Springs development as an extension of Silicon Valley's economic success, but it is unclear how low-income residents will access the opportunities this may provide.

Information from the Alameda Workforce Investment Board (WIB) suggests that the Tri-Cities area actually has a better distribution of employment service assets than other regions of Alameda County. However, while the variety of services is high, the overall number of workforce assets per resident is lower than in other regions. Southern Union City and Southern Fremont score particularly low by this measure. Alameda County suggests that the region seek out "non-traditional partnerships" to help meet this deficit.¹¹ Warm Springs could be an opportunity area for increasing the amount of services available per resident.

Another important finding from the WIB's research is that Southern Alameda County faces a deficit in its overall number of youth resources. The Tri-Cities area has only about 10 youth-serving workforce assets per 10,000 youth, as compared to 30 youth-serving resources per 10,000 youth in the City of Oakland.¹²

⁹ East Bay EDA, 2013, pp5-6

¹⁰ East Bay EDA, 2014, pp7-8

¹¹ Alameda County WIB, 2013, pg38-40

¹² Alameda County WIB, 2013, pg 41

Turning more specifically to the City of Fremont, the name of the City’s economic development vision – ThinkSiliconValley – is indicative of how the city sees itself and its place within the region. The ThinkSiliconValley website highlights recognitions that the City of Fremont has received for being an “inventive” city and for having a large number of startups per capita,¹³ further defining its economic development identity. Due to its “vast and unoccupied land”¹⁴, Fremont also sees itself as a community of growth and opportunity, and it focuses much of its attention on luring people and companies to settle in the area.

In the city of Fremont, 86% of workers are employed by private companies.¹⁵ This suggests that to be successful, workers need to be able to take advantage of a thriving private sector. However, for many workers seeking jobs in Fremont, further training and career resources will be required to help them move into some of these higher-wage private sector positions.

The Alameda County WIB has also identified two particular growth industries in the Fremont area – advanced manufacturing and information communication technology (ICT).¹⁶ Input from the City of Fremont Economic Development Department suggests that the breakdown of new jobs in Warm Springs will be fairly consistent with the predominant industry sectors.¹⁷

However, as with the portrait of the East Bay, it is deceptive to see Fremont’s resident population as the whole story. Fremont sees a number of workers equivalent to its total population enter the city each day to take advantage of employment opportunities.¹⁸ The in-migration phenomenon may increase further with the opening of a new BART station, pointing to even greater resource needs for the region.

Warm Springs BART Station Area

The City of Fremont has crafted a vision of the Warm Springs BART station area as Fremont’s “Innovation District,”¹⁹ hoping to leverage existing local resources in advanced manufacturing as well as the economic momentum of Silicon Valley toward

¹³ City of Fremont, *The Fremont Story*

¹⁴ City of Fremont, *The Fremont Story*

¹⁵ U.S. Census Bureau, 2013, 1-year estimates, table DP03.

¹⁶ Alameda County WIB, 2014

¹⁷ Kline, 2014

¹⁸ City of Fremont, *Kicking Up the Urban Vibe*

¹⁹ City of Fremont, *Warm Springs/South Fremont Community Plan*

future innovation sector growth. Fremont is also host to a large amount of undeveloped land, which, when combined with current transportation investments, provides a strong opportunity for new development.

The vision for South Fremont from the Community Plan includes quality of life, connectivity, economic stability, environmental sustainability, density around the BART station, and job retention/creation. The plan lays out a coordinated mixture of uses – industrial, retail, and residential – existing in close proximity. In making the area more dense, Fremont hopes to improve walkability and create a new, attractive center for the region. To meaningfully grow this vision of South Fremont, accessibility to career-ladder jobs is an important element to focus on.

Map 2: Fremont Innovation District²⁰



²⁰ City of Fremont, *The Fremont Innovation District*

The Community Plan shows that Fremont intends to align its new development with PDA guidelines as determined by ABAG and MTC. One stated goal of PDA development is “increasing jobs and housing supply,” while an element of the plan is to minimize “the displacement of residents.”²¹ To increase jobs while reducing displacement means that the new jobs developed in the region should provide opportunity for households across the income spectrum.

Additionally, Alameda County WIB suggests that “to maximize the community impact of the broader workforce development system, regional assets and investment strategies should be aligned with the local public transportation system and the region’s economic development strategy.”²² Warm Springs is a key site for developing workforce assets according to regional transportation strategy, and its importance should not be overlooked.

²¹ City of Fremont, 2014, pg 6

²² Alameda County WIB, 2013, pg 43

III. INTERVIEW FINDINGS AND ANALYSIS

Stakeholder-Identified Opportunities and Strategies²³

Through conversations with both advisory stakeholders in workforce development, as well as actual workers themselves, Urban Habitat and Congregations Organizing for Renewal were able to identify critical points of importance and concern. The findings show that the landscape of career-seekers in Fremont and the surrounding area is quite complex, which results in a variety of different needs.

Different categories of workers

It became apparent fairly early on that among the many stakeholders in job training, not all of them were discussing or providing services to the same type of worker. Entities like the Hayward Adult School, for instance are focused on the needs of English language learners and individuals looking to acquire a GED.²⁴ On the other hand, the Design It, Build It, Ship It initiative is very interested in growing opportunities for middle wage earners – individuals who might be navigating the community college system or even have a four-year or advanced degree.²⁵

While it may be entirely possible to assist all experience and income levels with new job training resources, it will be important to keep in mind the target demographic when designing a new program or center.

Different industry sectors

Additionally, it will be important to think about the different industry sectors that the new job training resources will connect to. There are a number of existing construction and trades programs into which new resources could be integrated. Many of the new jobs in the Warm Springs area are likely to be in advanced manufacturing and information technology,²⁶ which makes that sector an important target for many of the career resource stakeholders in the area.

²³ See Appendix 1 for full list of stakeholder interviews

²⁴ Zakrevsky, 2014

²⁵ Pitt, 2014

²⁶ Kline, 2014

Contextualized basic skills and soft skills

The skills gap between high-paid workers and low-paid workers drove some of the initial forays into the idea of expanding job training resources. Dave Gruber of Growth Sector Alliance in particular is a proponent of basic skills training and soft skills training.

Research has shown that the best way to increase a student's basic skills is through contextualized learning. When students have to take basic skills classes in isolation from the technical content that they want to learn, they often fail to finish their certificates or degrees.²⁷ Contextualized basic learning is a way to address the gap that prevents many students from enrolling in more advanced courses and taking advantage of opportunities in the high-skill economy.

Additionally, many employers are calling for soft skills that focus on presentation, punctuality, dress, and comportsment, rather than on simply learning the exact trade skills that the employee will need for the job.

Career on-ramp

Several stakeholders discussed the need for a career onramp in Fremont and the Tri-Cities area, since many students may not even know where to begin to seek resources or to figure out what career options are available. A job training center affiliated with the new employers at Warm Springs could help students identify their career options as well as point them toward the exact programs, classes, and people they can connect with to achieve their career goals. The new emphasis on “stackable certificates” within the community college system can be a piece of this career on-ramp.

Framework of existing resources

Throughout the research and interview process we heard repeatedly the importance of not duplicating existing resource and of ensuring that any new resources aren't stand-alone and disconnected to existing structures. Thus, a physical new “center” may not be the best strategy if that center is not well funded, staffed, and extremely well-integrated into the existing workforce system.

Paid Internships

Some of the needs that existing resources have trouble meeting are a sufficient number of guaranteed internship slots, or funded internship slots at well-paying companies.

²⁷ CLASP, 2011

Internships are critical to gaining a foot in the door at a career-ladder job, but they are often challenging to come by and few in number.

Key Players

One of the advantages to augmenting job training resources in Fremont is the set of existing players who could be involved in the process. At the government level, Fremont has resources in the form of the City of Fremont Economic Development Department, the Alameda County Workforce Investment Board, and other city and county resources.

A number of job training programs and services exist at the nonprofit level as well. Ohlone College and Fremont Adult and Continuing Education have an interest in their students accessing tangible career programs and career options to transition into, while job training organizations such as Mission Valley ROP could use the help of a contextualized basic skills center so that the students applying to their job training resources are prepared to succeed. Additionally, organized labor institutions want to increase options for their members to attain high-quality, well-paid jobs.

IV. CASE STUDIES

Fremont is clearly not the only location that has experienced large-scale investment in the Bay Area. The following case studies provide examples from other Bay Area efforts to improve workforce development through a community benefits agreement or through another pathway-creating mechanism.

Case Study 1: West Oakland Job Resource Center²⁸

The West Oakland Job Resource Center provides an example of a physical job training center that came out of a community benefits agreement. The Resource Center works to link job seekers with careers in construction and other employment related to the development of the Oakland Army Base.

Curriculum and Program Structure

The Resource Center does not provide training on site; rather the model is to connect job seekers with existing apprenticeship and other training programs who will help those individuals move into trades jobs. This strategy helps ensure that the center is not duplicating existing resources. The program has informal relationships with Laney College's logistics and goods movement program.

There is a construction career orientation a few times a month, though the Center also serves walk-ins. Those who make it through the orientation have a one-on-one interview with a staff member to conduct a basic skills assessment. Participants also need to have a driver's license, drug test, and a GED certificate. Based on the assessment staff will refer participants out to social services, Laney College, pre-apprenticeship programs, or a union if they are advanced enough. They can also help to assist with any union back dues.

Jahmese Myres of East Bay Alliance for a Sustainable Economy (EBASE) reports that staffing a job training center can be challenging, because one needs the staff to understand the stakeholders, understand the building trades, and understand community benefits agreements.

A community oversight committee was formed from the Revive Oakland coalition, trades unions, the Labor Council, the developer, community members, and city staff to receive regular reports about the happenings of the center. The City of Oakland is the responsible agent for the center.

²⁸ Myres, 2014

Role of stakeholders and stakeholder involvement

To create the community benefits agreement, local organizations formed a coalition called Revive Oakland that consisted of approximately 30 organizations, including Alliance of Californians for Community Empowerment (ACCE), Oakland Community Organizations (OCO), Urban Peace Movement, representatives of building trades, and a longshoremen union.

The job center was a really important demand and a priority for the coalition from the beginning, as many members felt that the workforce system in Oakland was hard for a job seeker to navigate, with some missing connections between the existing pieces. Members wanted a center that would specialize in the short-term (meaning for the first five years) in getting West Oakland residents into construction job opportunities that arise from the Army Base development and in the longer term on permanent operations jobs on the Base, such as warehousing. The coalition always tried to focus on developing careers, not just the next paycheck.

A second group of stakeholders was Oakland Works, which was a coalition of West Oakland residents who live close to the base and had concerns about the environmental justice ramifications of the development and the impacted of the Army Base on the community over the previous years. This group was led by Oakland Councilmember Bruno.

In this case, there was widespread agreement over the need for the job center, so it wasn't a challenging ask to include in the community benefits agreement. The more difficult question facing proponents was how to go about piecing the center together and managing it over the long term.

Public-private partnerships

In 2015, the Army Base is scheduled to put up billboards, and some portion of the billboard revenue will go toward running the Resource Center. The billboards will likely not meet all of the required funding, but will bring the center closer to its original vision. The Resource Center is also looking into foundation funding to keep the program running, and is involved with the Port side community benefits agreement to see if that process could result in funding as well.

Financing

Funding for the Resource Center comes almost entirely from the City of Oakland. Urban Strategies Council is the fiscal agent. The City funding comes from the general fund – some of the money was allocated up front and an additional \$250,000 was allocated through a mid-cycle budget review.

The Resource Center needs \$600,000 - \$700,000 annually to operate the way it was envisioned, while the current budget is only \$300,000 overall per annum. The lack of sufficient funding means that the Resource Center struggles to hire enough staff to follow students from intake through their career training pathways to ensure that they do end up in a quality job.

Policy and Legislation

The community benefits agreement allows the developer of the Army Base property to get credit for hiring locally if they hire an applicant on another project of theirs that is not on that Oakland Army Base property.

There is an expectation that the Resource Center will create a strategic plan for placing job-seekers in long-range jobs that will become available on the Army Base site over the next few years.

The West Oakland Job Resource Center provides an example of the way career development resources could be allocated to create a new physical center for referring employment-seekers to local jobs. Creating a new center demonstrates very tangible results, even while the administration and management of such a center can clearly prove to be a challenge.

Case Study 2: WPUSA Building Trades Program²⁹

The second case study also seeks to develop careers in the building trades. The goal of the Working Partnership USA (WPUSA) Building Trades Program is to try and find a pathway into the trades for people who originally did not view the trades as a viable option for themselves due to barriers to entry. The program was a collaboration between San Mateo and local apprenticeship coordinators.

Curriculum and Program Structure

There were two important parts of creating this pathway. One was to design a pre-apprenticeship program, and the other was to create a policy pathway through community

²⁹ Auerhahn, 2014

workforce agreements. For example, the coalition worked to get a local hire project labor agreement (PLA) for first year apprentices.

Classes are being held in a room at the County Workforce Investment Board. 2014 was a pilot; in 2015 they will work with 60 students from Santa Clara County and 60 students from San Mateo County. The class will be housed at WPUSA facilities. The primary targets of the program are veterans and at-risk youth. There is a strong focus on soft skills, such as how to work as a team and with different personalities. There were a number of upfront costs to the program, but there will be no supportive services, such as housing services or class stipends. Transportation to places of employment has proven to be a challenge to some students.

An outside entity will be tracking for a year what former-participant salaries are and how long people stay at their jobs. The pilot class graduated seven out of 10 participants. Wages should go up as people move higher up in the trades, but the average so far is \$17 per hour.

Role of stakeholders and stakeholder involvement

WPUSA developed a working group with the local apprenticeship coordinators council, including the Building Trades and the Labor Council. They also have a collaboration with Work2Future for the people who don't have an 8th grade level of math and will help get them up to speed if they aren't at that level, since some students need remedial training before beginning the program. It took about two years to get from the workgroup level to a pilot project.

Public-private partnerships

N/A

Financing

The pilot project was funded by a HUD subgrant. The next round of the project will be an implementation grant supported by funds from Proposition 39, which is still open for development grants to places that want to develop pre-apprenticeship programs. To qualify for the grants, local community-based organizations would need to collaborate with the WIB and building trades. The program becomes less expensive as it gets up and running.

Policy and Legislation

WPUSA is hoping that the Proposition 39 funding will be renewable, as it has the potential to go for five years in a row. Additionally, WPUSA has found perverse incentives in the fiscalization of land use, meaning cities go after whatever will bring the highest taxes. They feel we need to look at transit-oriented development and ensure that it doesn't just incentivize density, but that it is also inclusive and supports the creation of middle wage jobs.

Case Study 3: Hunters Point Shipyard/Candlestick Point Community Benefits Agreement³⁰

The Hunters Point Shipyard/Candlestick Point Community Benefits Agreement (CBA) led to the creation of a workforce development fund through which community based projects are funded.

Curriculum and Program Structure

The CBA community stakeholders negotiated with Lennar Urban was written up into two separate agreements. One agreement laid out the actual community benefits that Lennar would provide, while the other agreement established The San Francisco Foundation as the community benefits fund manager and technical assistance provider.

The workforce development portion of the fund is \$8.5 million, distributed to the fund over a period of eight years. The CBA also outlined employment provisions, such as living wage and local hire requirements.

An Implementation Committee was created to be in charge of selecting the projects that would receive funding from the CBA money. The Implementation Committee consists of the San Francisco Organizing Project/Peninsula Interfaith Action (SFOP/PIA), Alliance of Californians for Community Empowerment (ACCE), the San Francisco Labor Council, Lennar, the Citizen's Advisory Committee for Hunters Point Shipyard, the Bayview Project Area Committee, and one additional community member seat.

Role of stakeholders and stakeholder involvement

The CBA grew out of concern for environmental remediation needs, because asbestos, lead, and other contaminants were present on the site. Many stakeholders were a part of the process, including the Redevelopment agency (now defunct), the Environmental

³⁰ McRae, 2014

Protection Agency, the San Francisco Mayor's office, and several community-based organizations.

In 2008, the actual engagement with Lennar on the CBA began. SFOP/PIA, ACCE, and the San Francisco Labor Council were the central members of the community coalition, advocating under the name Alliance for District 10.

Public-private partnerships

The city government was not a part of the official CBA, but The San Francisco Foundation works with the City to keep officials aware of the community benefits implementation process.

Financing

The funding for the CBA comes from Lennar Urban.

Policy and Legislation

Throughout the years leading up to the CBA some local policy changes occurred that made it easier for the agreement to pass and be implemented. For example, in 2006 the San Francisco Board of Supervisors adopted the Bayview Hunters Point Redevelopment Plan, which included Candlestick Point. And in 2008 Voters approved Proposition G, which mandated affordable housing, parks, job-generating uses, and a new 49ers stadium at Hunters Point Shipyard.

V. WARM SPRINGS JOB TRAINING RESOURCES PROPOSAL

Scenario 1: New building near Warm Springs BART station.

One way to help residents gain access to the new jobs that will come into the Warm Springs area is by creating a new building or dedicating an existing building in the area specifically to job training resources. This center could maintain postings of local job opportunities and at least one dedicated staff member who would perform intake for job seekers, as well as follow up to make sure that individuals find the resources they seek at existing training institutions. Alternately, or in addition to intake and tracking, the center could provide training on-site for some of the specific new job opportunities at the Warm Springs location. The building should be located within walking distance from the Warm Springs BART station to maximize the ease of access.

The advantage of having a full center near the Warm Springs BART station is that workers using the station would have easy access to the job center opportunities. Even people who don't live within the Warm Springs area but take advantage of the BART system could access this resource. However, acquiring land close to the BART station for a job training center could be a challenge given the incentives for developers to reserve that land for highest profit use. Additionally, it could take quite a bit of money to build a new building, staff such a center, and ensure that the resources provided are not duplicative of existing Fremont job training programs. Instead, the center would need to be in constant partnership with some of the main employers at Warm Springs.

Scenario 2: Informal kiosk at Warm Springs BART station.

Another form that the job training "center" could take would be an informational kiosk located directly at the Warm Springs BART station, so that individuals coming from or leaving the station could visually see information about job openings in the area and existing Fremont and/or Tri-City resources that could help them access those jobs. This kiosk could be staffed or unstaffed, depending on the resources available.

The main advantage to having a kiosk as opposed to a full-fledged center would be cost-savings. The kiosk would require much less investment at the outset, yet could still grow into a more substantial center over time, or grow to integrate more fully with existing career resource programs. Having a central location where Fremont and other nearby community members can come to find out about new job openings at Warm Springs could help develop local pipelines into the industries supported by Warm Springs. The lost opportunity with a kiosk is that it wouldn't allow for much programming in the beginning, as the physical footprint of the structure would be quite small.

Scenario 3: Extension of resources at existing Fremont and Tri-City training sites or future employers at Warm Springs.

An alternate approach to the two above would be to invest more heavily in existing Fremont and Tri-City career programs. While all of the scenarios assume a direct connection with existing resources, this option would not create an on-site building or kiosk at Warm Springs. Instead, existing job training resources in other Fremont and Tri-City locations would be bolstered. This strategy could include increased funding for Warm Springs-relevant training programs so as to increase the number of training slots available, increased funding at Warm Springs companies for internships, and stronger connections with regional efforts, among other options.

The advantage of using career resource funds on existing institutions in Fremont and the Tri-Cities area is that this strategy provides increased flexibility. Funding, for example, could be moved from one project to another if Fremont's workforce development needs and opportunities shift. Additionally, internships with employers themselves would ensure seamless connection between employer needs and the training provided. A disadvantage of the direct funding approach is that the existing structures of career resources have to be made to work with the needs of Warm Springs employers. If there is not already an outlet to funding that provides the type of support that job-seekers need, then the funds alone would not be as effective as a new program.

Funding Sources

Government monies

One challenge with the scale of the Fremont job training center is that traditional sources of funding for affordable housing and other benefits associated with development are too large, or they may be too contentious by requiring a ballot measure be passed. However, the City Council has the ability to earmark some funding from a general fund source such as the Transient Occupancy Tax (TOT). Other city-oriented strategies could include looking to the Chamber of Commerce and pursuing a surcharge or business license tax.³¹

Many publications and experts in career education stress the importance of connecting new job training programs to existing resources, often with community colleges described as a key anchor.³² Fortunately, Fremont has several existing career resources to connect with, including an adult education center. Adult education funding under the

³¹ Lane, 2014

³² Estrada & DuBois, 2010

Adult Education and Family Literacy Act (AEFLA) could be used to expand job training resource in Warm Springs area.³³

Public-private partnerships

New job training resources tied to Warm Springs should have a strong relationship with existing and new employers in advanced manufacturing, biosciences, and other currently-flourishing industries. As such, it may be feasible to develop a partnership program, in which private employers in the area financially support either the expansion of existing programs or a new program tailored to their needs.

While the job training center that came out of the Oakland Army Base was almost entirely city-funded, some of the support will eventually come from billboards on the base property. Billboard revenue could be a strategy to use in the Warm Springs area as well, though it would need to be determined whether Fremont could capture the same level of overall revenue from billboard advertisements as Oakland.³⁴

Foundations such as the United Way and the Silicon Valley Community Foundation could also provide much-needed assistance and ongoing support for a Warm Springs job training center.³⁵

Jobs Impact Fee

Similar to the residential impact fee that Fremont currently has, the City could enact a jobs impact fee, which would charge developers a certain fee per square foot that they build to go toward job training and career resources in Fremont and/or the Tri-City area.

Greenhouse Gas Reduction Fund

Depending on the final guidelines that the Air Resources Board releases about funding eligibility for the dollars from the Greenhouse Gas Reduction Fund, entities in Fremont may be able to apply for this funding. Economic mobility and success could be considered key co-benefits of a BART-centered project to reduce greenhouse gas emissions through increased transit use.

³³ Dann-Messier, 2010

³⁴ Lane, 2014

³⁵ Gruber, 2014

VI. CONCLUSION

The Warm Springs BART station is a powerful new resource for not just Fremont, but for the entire Bay Area region. As such, it will be important to craft a clear career resource strategy in conjunction with the area's new development.

Funding for new career resources connected to the Warm Springs site will likely need to come from a variety of sources. An ideal combination would involve contributions from both city government and private companies moving into the Warm Springs area. The City could provide additional support to existing career resources, and the companies could provide internships that are accessible to low-income residents from Fremont and the region who seek access to well-paid, career-ladder jobs.

With a diverse funding strategy, and an intentional focus on the findings of this report, the Warm Springs area of Fremont can develop as a leader in the field of economic development and provide much needed resources to workers in the region.

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Appendix 1: Local Stakeholders Interviewed

David Gruber, Growth Sector Alliance

Michael Katz, East Bay Works

Kelly Kline, City of Fremont Economic Development Department

Molly McArthur, Bay Area Rapid Transit

Marybeth McCarthy, Alameda County Workforce Investment Board

Binh Nguyen, Tri-Cities One-Stop

Jim Omlid, Mission Valley ROP

Jessica Pitt, Design It, Build It, Ship It

Suzanne Shenfil, City of Fremont Human Services Department

Kirsten Spalding, San Mateo County Union Community Alliance