Bay Area Economic Prosperity Strategy

Draft Outreach Plan

1. Purpose

The Outreach and Community Engagement Plan (Plan) describes the methodology, approach and timing of the public-facing work of the Economic Prosperity Strategy (Strategy). The goal is to facilitate a strong and purposeful collaboration among a broad group of stakeholders who collectively can improve economic opportunities for low- and moderate-income workers in the Bay Area. Stakeholders will include representatives from community-based organizations (CBOs), employers, policy makers, workforce development providers, transit operators and others representing multiple sectors and disciplines.

2. Methodology

We are developing a different approach than other economic and workforce development plans. The team will implement a bottom-up and action-driven approach combining qualitative and quantitative analysis. Along with a diverse set of stakeholders across seven sub-regions (Inner East Bay, Tri Valley, Central and East Contra Costa, North Bay, San Francisco, South Bay/Santa Clara, and Peninsula/San Mateo), we will identify barriers to economic prosperity for low- and moderate-income workers and come out with realistic solutions. Our strategy development process will engage stakeholders across the region who are willing and ready to implement the Strategy.

The strategy's success is based on identifying participants who are willing to work across traditional silos. We expect all stakeholders, CBO's, employers, transit operators, economic development professionals and workforce development training providers to come prepared to work together collaboratively towards a joint strategy.

3. Community Engagement

The outreach team will ensure that all voices in the process influence the outcomes of the Strategy. Getting the perspectives of those working on the ground with low- and moderate-income workers is key to the project's overall success. In each sub-region, starting in April, we will conduct one-on-one meetings with community-based groups and grassroots leaders to inform them about the Strategy and ensure they understand how to participate in the process. We will also provide translation during the convenings if needed, and we will make our meetings accessible to people with disabilities. With the help of the

Equity Collaborative, we will establish and maintain an open, transparent, and accessible process throughout the development of the Strategy.

The types of stakeholders we will convene include people who work with and represent the following types of organizations and entities:

- *Advocacy, community and nonprofit:* Faith-based, social justice, affordable housing, environment, low-income.
- *Workforce development*: Workforce Investment Boards, Community Colleges, training providers.
- *Labor:* Local unions, Central Labor Councils, Building and Construction Trade Councils.
- *Business:* anchor firms and related companies, business organizations, small business, economic development organizations.
- *Local government:* Elected officials, planners, housing, community and economic development.
- *Transportation:* Congestion Management Agencies, transit operators, and local Departments of Transportations.

4. Phases of work

In all seven locations the Plan will be divided roughly into four phases. We will start with a scan of research gaps and findings as well as building relationships. Then we will conduct Rounds 1, 2, and 3 of the convening process. Depending on the subregion there will be some overlap across the phases. The following describes each of these.

A: Scan of Research Gaps and Findings and Relationship Building (March-June)

Goal: During this phase, we will identify key stakeholders and initiatives in each sub-region; build relationships with organizations and community leaders at the regional, sub-regional, and local level; identify and confirm co-hosts in each sub-region; and organize seven sub-regional tables of between about 20 to 25 stakeholders each. While the meetings will not be closed if more people show up, it is important to note that the purpose of the target size is to ensure a more focused discussion and a manageable group.

Strategy: We will identify co-hosts for each location who will help us narrow the outreach list down to a manageable number of stakeholders, provide input on the interviewee list, and engage low- and moderate-income residents and other key stakeholders in the three Rounds of convenings. We will finalize the interviewee list based on feedback from working groups, MTC, and ABAG.

Target groups:

- We will start with a comprehensive list of organizations from across the region and from multiple sectors: advocacy, community, labor organizations, local governments, transportation, business, workforce and economic development.
- The 25 interviewees will be from across the region, multiple sectors, and types of organizations. We will also interview organizations that can provide big picture insight (e.g. PolicyLink and UCB Labor Center) as well as organizations and entities that can shed light on local issues (e.g. WIBs and local Economic Development departments, Jewish Vocational Services, Coleman Advocates and Congregations Organizing for Renewal).
- *Feedback from working groups and other advisory groups:* In April and May, we will make presentations to the Economic Prosperity Work Group and the Equity Collaborative to get feedback on the overall Plan. This will help us design a targeted outreach strategy for each sub-region. We will also seek their input on research gaps and priorities identified during the interviews. We will summarize their input and give it to the Technical Analysis team to inform Tasks 3.1 and 3.2.

B. Round 1: Barriers for low- and moderate-income workers (May-June)

Goal: Identify and assess low- and moderate-income workers' barriers to economic opportunity.

Strategy: In each sub-region, the outreach team will partner with organizations that directly engage with low and moderate income workers. If possible, we will conduct meetings low- and moderate-income workers and/or organizations with such workers as their client or membership base prior to Round 1 to identify and prioritize barriers to economic prosperity. Using the information gathered at these meetings in conjunction with the research findings from Task 2.2 (Interviews) and Task 3.1 (Review of Existing Research and Findings), the outreach team will develop the materials and presentations to facilitate the first Round of stakeholder convenings.

Target groups: Community-based groups; transportation, housing, and public health agencies; and workforce development agencies and training providers.

Feedback from working groups and other advisory groups:

- In May, the project team will present the outreach and engagement plan to the Steering Committee.
- In future meetings, the project team will share the initial findings obtained in Round 1 with the Steering Committee, the Equity Collaborative, and the Economic Prosperity Working Group.

C. Round 2: Barriers for business and initial solutions (June-September)

Goals:

- Identify, assess, and prioritize challenges and barriers faced by firms that fall within the identified Industries or Occupations of Opportunity. Barriers will include land use and local regulatory issues that affect their expansion or retention, cost of training or finding skilled workers and other measures that affect the firm's competitiveness.
- Establish strategies to overcome barriers for firms and low- and moderate-income workers.
- Begin identifying stakeholders willing to implement the Strategy.

Strategy: By the second Round of meetings, we will have developed relationships with representatives of anchor firms and economic development agencies to ensure their participation in the Roundtable. Some of our organizations already have working relationships with anchor firms, and we will certainly capitalize on those relationships to maximize participation. For example, firms like Kaiser and PG&E are major anchor firms in many parts of the region and area already focused on ensuring a sufficient pipeline of skilled working coming into their firm.

Target groups: In addition to participants from Round 1, we will include employers from the targeted Industries and Occupations of Opportunity.

Feedback from working groups and other advisory groups:

- In September, the project team will present research findings from Round 2 to the Economic Prosperity Work Group.

D. Round 3: Develop Strategies (September-October)

Goal:

- Workshop sub-regional and regional strategies to expand opportunity for low- and moderate-income workers.
- Get commitments from stakeholders willing to implement Strategy.
- Identify potential pilot projects and next steps.
- Draft the Strategy outline.

Strategy:

- Through strategic facilitation of group discussion, the outreach team will help build or strengthen relationships among industry clusters, community-based organizations, and governmental agencies to facilitate the implementation of the Strategy.

- As in Round 1 (and to the extent feasible), we will work with community-based organizations to facilitate community meetings before Round 3 to corroborate and expand on research findings from Round 1 and 2 and brainstorm recommendations for the Strategy.

Target groups: Participants from Round 1 and Round 2.

Feedback from working groups and other advisory groups:

- In November, the project team will present research findings from Round 3 to the Steering Committee, the Equity Collaborative, and the Economic Prosperity Working Group.
- In January, the project team will present the final draft of the Strategy to the Steering Committee, the Equity Collaborative, and the Economic Prosperity Working Group.

At the end of three rounds of convenings, the goal is to have helped strengthen existing cross-sectoral relationships and facilitate a space for new collaborations to emerge. These collaboratives could implement the Strategy by incorporating the recommendations into their regular work or by applying for pilot projects' funds.

5. Communications Strategy

While the primary focus of the outreach plan is to engage a core set of stakeholders who are committed to the project's implementation, we recognize that we will only be interacting with a small portion of the region's community, labor, business and policy leadership. Many others throughout the region should also be aware of the project and the issues that project identifies. As a result, it will also be necessary to broadly disseminate the concepts, initial conclusions and the proposed strategies throughout the project. To do so, we plan to use a mix of traditional and social media.

The following describes some of the approaches and messaging we will use.

1. Blogs:
We will write several blog posts that frame the project and its issues. We will post on blogs that are managed by organizations involved in the project. But to ensure common messaging, these blog posts will be vetted among the team to ensure they appropriately frame the ideas. We are not planning on writing blog posts in places that have opportunities for people to add comments. The purpose of the blog post is more to have a more informal way to share the big ideas and to have a place to point people towards when we are sharing information about the project.

2. Twitter:
We plan to put summaries of key ideas and barriers identified in the strategy project out on Twitter to engage a different audience that may be interested in the issues and concerns but not participating in meetings. We will plan to create a Twitter account for the project.

3. Traditional media:
At key moments in the project, we will work with MTC staff and the communications staff of the various organizations involved to get stories from the strategy project in traditional media outlets. This could include radio or television interviews with key stakeholders as well as newspaper articles about the project or specific challenges/barriers in subregions.