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OFFICE OF THE CITY CLERK
OAKLAND

2018 NOV -1 PM 12: 55 **AGENDA REPORT**

TO: Sabrina B. Landreth
City Administrator

FROM: Mark Sawicki,
Director, EWD

SUBJECT: Workforce Development Board
Revised FY 2018-19 Budget and
Contracts

DATE: October 22, 2018

City Administrator Approval

Date:

11/1/18

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution (1) Adopting The Revised Fiscal Year 2018-2019 Workforce Development Budget In The Amount Of \$6,609,499; And (2) Amending Fiscal Year 2018-19 Contracts With Service Providers For An Additional Amount Not To Exceed \$535,107.

EXECUTIVE SUMMARY

This report reflects the revised Fiscal Year (FY) 2018-19 Workforce Development Board budget and contracts that include (1) City Council FY 2018-19 mid-cycle budget amendments, (2) final revised Workforce Innovation and Opportunity Act allocations for FY 2018-19 from the State of California Employment Development Department (EDD), (3) funds received as part of the East Bay Regional Planning Unit (RPU) (4) funds that were received as part of the Community Area Maintenance fee outlined in the Oakland Army Base Lease Disposition and Development Agreements (LDDA) to support activities at the West Oakland Job Resource Center (WOJRC), and (5) revised carryforward estimates. The Oakland Workforce Development Board (OWDB) has completed their budget discussions and deliberations resulting in final program allocations with service providers.

BACKGROUND / LEGISLATIVE HISTORY

The OWDB is a federally-mandated policy body whose members are appointed by the Mayor and charged with approving the use of workforce development funds and ensuring fidelity around any regulations associated with their implementation. The Chief Elected Official of an area receiving WIOA funds (which in Oakland's case is the Mayor) and the OWDB must agree on the budget. Since the WIOA does not supersede local governance, the Oakland City Charter mandates that the Oakland City Council must also approve the allocation of funds received by the City. The OWDB budget is made up of multiple funding streams that support the workforce development work. WIOA funds are received and distributed in Fund 2195, other grant

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contributions are received and distributed in Fund 7999, and general fund contributions are received and distributed in Fund 1010.

The City and OWDB contract with many experienced local nonprofit organizations to provide workforce development services for recently displaced and long-term unemployed adults and low-income youth and young adults between the ages of 16-24. The overall goals of the OWDB's federal investments are to help adults and youth in Oakland develop the necessary skills, obtain the requisite knowledge, and access the resources needed to thrive in careers, and to provide employers with the skilled workers needed to sustain and competitively grow their businesses. The OWDB seeks to provide a coordinated set of relationships among providers and partners in the workforce system that can connect residents, particularly those with barriers to employment, to career pathways leading to family-sustaining jobs in growing industries.

The OWDB adopted both a local and regional strategic plan, **Attachment B**, which sets forth the following priorities:

- **Business Services:** Align and mobilize a distributed network of business service providers within the City of Oakland to deploy resources that support a robust local economy and business climate offering an abundance of high quality jobs.
- **Adult Services:** Lead and support key citywide and regional innovations and partnerships that advance the economic security and resilience of Oakland's most vulnerable workers and residents.
- **Youth Services:** Work with public, private, and community-based organizations and key local initiatives to empower disconnected young people in the City of Oakland to access meaningful employment opportunities.
- **Workforce System:** Position the OWDB to lead and support citywide and regional efforts that strengthen local and regional economic prosperity and increase equity.

The revisions to the FY 2018-19 Workforce Development Board budget and contracts outlined in this report ensure that that all deliverables under WIOA and the OWDB strategic plan are being adequately met. The OWDB has completed their budget discussions and deliberations resulting in final program allocations with service providers.

ANALYSIS AND POLICY ALTERNATIVES

On June 19, 2018, the City Council adopted resolution no. 87245 C.M.S., the FY 2018-19 Midcycle Budget Amendment. The Midcycle Budget Amendment provides an additional \$450,000 in one-time funding for job training, job preparation, and placement services, including funding for an evaluation of the City's workforce programs. Concurrently, the City Council adopted resolution no. 87248 C.M.S., to adopt the FY 2018-19 Workforce Development Board budget and contracts and to appropriate an additional \$225,000 in one-time funds from the City's General Fund.

Table 1: Item as Listed in FY 2018-2019 Mid-cycle Budget Amendment	Amount Appropriated
General Fund Transfer to Fund 2195 (Workforce Investment) to maintain and stabilize job training, job preparation, and placement services and related programs to be allocated to workforce providers.	\$350,000
Comprehensive Analysis of investments in Oakland's workforce development networks, programs and services; including public, private and non-profit partners.	\$100,000
Total General Fund Appropriation	\$450,000

As stated earlier, the OWDB's FY 2018-2019 adopted budget included a request for \$225,000 in one-time funds from the City Council, leaving a balance of \$125,000 (\$350,000-\$225,000=\$125,000) in additional General Fund revenues to invest in job training, preparation, and placement services.

Meanwhile, on June 5, 2018, the Employment Development Department (EDD) issued Workforce Services Information Notice (WSIN) 17-41 - WIOA Formula Allocations FY 18-19 (https://www.edd.ca.gov/jobs_and_training/pubs/wsin17-41.pdf) revising the FY 2018-19 WIOA allocation is the amount of \$3,628,529. This is total increase of \$187,548 or five percent (5%) in funding from the estimated amount previously published by EDD through WSIN 17-32 – WIOA Formula Planning Estimate Allocations – FY 18-19 (https://www.edd.ca.gov/jobs_and_training/pubs/wsin17-32.pdf) on April 26, 2018, and adopted by City Council in June 2018.

Table 2: FY 2018-19 WIOA Allocation - City of Oakland				
	Adopted Amount Reso 87248 C.M.S. (Planning Estimate)	Final WIOA Allocation	Total Increase	Change (+/-)
Adult Dislocated Worker	\$1,150,358	\$1,208,204	\$57,846	5%
Youth	\$928,747	\$951,082	\$22,335	2%
Rapid Response	\$1,160,969	\$1,195,597	\$34,628	3%
	\$200,907	\$273,646	\$72,739	36%
Total	\$3,440,981	\$3,628,529	\$187,548	5%

On February 1, 2018, the OWDB accepted \$30,000 in regional professional development and training funds. An additional \$60,000 has been passed through to support staff to participate in professional development, conferences and/or trainings established by the East Bay Regional Planning Unit (RPU) and was accepted by the board on October 12, 2018.

Additionally, as part of the Community Area Maintenance Fee outlined in the Oakland Army Base Lease LDDA resolution no. 13131 C.M.S, the Community Benefits Matrix of Terms incorporated into the LDDA establishes an annual fee to support activities at the West Oakland WOJRC. To date, the City has received \$33,165.82 to be appropriated to the WOJRC.

The revised workforce development budget, **Attachment A**, reflects the State's total allocation of WIOA Formula funding of \$3,628,529 to the City of Oakland for FY 2018-2019, a one-time general fund appropriation in the amount of \$450,000 per the City of Oakland's FY 2018-2019 Mid-cycle Budget Amendments, resolution no. 87245 C.M.S, adopted by City Council on June 19, 2018, funds received to-date from the Community Area Maintenance Fee in the amount of \$33,165.82, funds received as part of the East Bay RPU in the amount of \$60,000, and updates to carryforward estimates in the amount of \$545,878. The revised budget also reflects additional funding recommendations to services providers for the funding not yet appropriated.

FY 2018-2019 revised service provider recommended "not to exceed allocations" include the following:

Table 3: FY 2018-19 Revised Service Provider Recommended "Not To Exceed Allocations"							
AGENCY	Fund	Project	Fund Category	Amount Approved Reso 87248	Proposed Adjustments	Total Award Amount	
Adult Service Provider Contracts							
Program Operations							
OPIC America's Job Center of CA (AJCC)	2195	1004085	Adult	\$551,607	\$19,331	\$570,938	
		1004086	Dislocated Worker	\$498,417	\$15,217	\$513,634	
		1004087	Rapid Response	\$64,771	\$50,187	\$114,958	
		1000019	One-time GF Transfer	\$175,000	\$83,333	\$258,333	
	<i>Program Operation Subtotal</i>				\$1,289,795	\$168,068	\$1,457,863
	Direct Client Support						
	2195	1004085	Adult Training	\$184,057	\$9,256	\$193,313	
			Adult Support Svs	\$60,000		\$60,000	
		1004086	DW Training	\$148,600	\$3,573	\$152,173	
			DW Support Svs	\$40,000		\$40,000	
<i>Direct Client Support Subtotal</i>				\$432,657	\$12,829	\$445,486	
OPIC AJCC Total				\$1,722,452	\$180,897	\$1,903,349	
Program Operations							
Unity Council AJCC	2195	1004078	Adult	\$76,700	\$4,833	\$81,533	
		1004079	Dislocated Worker	\$50,800	\$3,804	\$54,604	
		TBD	Rapid Response	\$0	\$25,093	\$25,093	
		1000019	One-time GF Transfer	\$0	\$41,667	\$41,667	
	<i>Program Operation Subtotal</i>				\$127,500	\$75,397	\$202,897
Direct Client Support							
2195	1004078	Adult Training	\$46,015	\$2,313	\$48,328		
		Adult Support Svs	\$15,000	\$0	\$15,000		
	1004079	DW Training	\$37,149	\$894	\$38,043		
		DW Support Svs	\$10,000	\$0	\$10,000		
<i>Direct Client Support Subtotal</i>				\$108,164	\$3,207	\$111,371	
Unity AJCC Total				\$235,664	\$78,604	\$314,268	

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AGENCY	Fund	Project	Fund Category	Amount Approved Reso 87248	Proposed Adjustments	Total Award Amount
Adult Service Provider Contracts						
Day Labor Center (DLC)	1010	1000167	General Fund	\$195,000	\$0	\$195,000
	DLC Total			\$195,000	\$0	\$195,000
West Oakland Job Resource Center (WOJRC)	5671	1000036	Oakland Army Base	\$355,237	\$33,166	\$388,403
	WOJRC Total			\$355,237	\$33,166	\$388,403
Cypress Mandela	2195	1000019	One-time GF Transfer	\$50,000	\$0	\$50,000
	Cypress Total			\$50,000	\$0	\$50,000
Youth Service Provider Contracts						
Lao Family Community Development	2195	1004082	Youth	\$209,776	\$10,488	\$220,264
	LFCDC Total			\$209,776	\$10,488	\$220,264
Youth Employment Partnership	2195	1004083	Youth	\$209,776	\$10,488	\$220,264
	YEP Total			\$209,776	\$10,488	\$220,264
Youth Radio	2195	1004084	Youth	\$209,776	\$10,488	\$220,264
	YR Total			\$209,776	\$10,488	\$220,264
Unity Council	2195	1004080	Youth	\$209,776	\$10,488	\$220,264
	UC Total			\$209,776	\$10,488	\$220,264
Civicorps	2195	1004081	Youth	\$106,776	\$10,488	\$117,264
	1010	1001206	One-time GF	\$103,000	\$0	\$103,000
	Civicorps Total			\$209,776	\$10,488	\$220,264
Youth Summer Program	1030	1003817	Measure HH	\$400,000	\$0	\$400,000
	7999	1004415	OHA	\$450,000	\$0	\$450,000
		1000500	Misc Donations	\$143,079	\$0	\$143,079
	Summer Total			\$993,079	\$0	\$993,079
Professional Services Contracts						
Workforce Analysis (TBD)	1010	1000019	One-time GF	\$0	\$100,000	\$100,000
	Workforce Analysis Total			\$0	\$100,000	\$100,000
2018-19 RFP & Local Plan (TBD)	2195	TBD	Adult	\$0	\$29,433	\$29,433
			Dislocated Worker	\$0	\$567	\$567
			RFP & Local Plan Total			\$0
Training & Technical Assistance (TBD)	2195	1004348	Regional Planning Unit	\$0	\$60,000	\$60,000
			Training & TA Total			\$0
Total Service Provider Allocation				\$4,600,312	\$535,107	\$5,135,419

FISCAL IMPACT

The revised Fiscal Year (FY) 2018-19 Workforce Development Board budget and contracts adopted by the board and requested of the City Council represents a budget that includes one-time general fund transfer from the City's General Purpose Fund (Fund 1010) to the Workforce Innovation and Opportunity Act Fund (Fund 2195), revised FY 2018-19 WIOA allocations from the State EDD to Fund 2195, funds that were received as part of the Community Area Maintenance fee outlined in the Oakland Army Base LDDA to support activities at the WOJRC, funds received as part of the East Bay RPU, and updates to carryforward estimates and ensures concurrence between the City of Oakland's FY 2017-2019 budget and the FY 2018-19 Workforce Development Board budget.

PUBLIC OUTREACH / INTEREST

The OWDB discussed the revised FY 2018-19 budget and contracts at meeting held on August 2, 2018 that was attended by the public and included opportunities for open forum. Contracted service providers were competitively procured through the FY 2016-19 RFP process in which the OWDB conducted extensive public outreach including: speaker's bureau presentations, in-person surveys, and executive interviews with leading Oakland employers and business organizations as part of the outreach strategy.

COORDINATION

Workforce Development staff works closely with the Finance and Management Agency to ensure fiscal compliance with the expenditure of WIOA funds. Staff also works closely with the City Attorney's Office for counsel and advice on matters such as proper noticing, board process, and conflicts of interest. Workforce Development is a unit within the Department of Economic and Workforce Development.

SUSTAINABLE OPPORTUNITIES

Economic: Oakland's Workforce Development System provides qualified workers for Oakland businesses, and prepares Oakland residents for gainful employment and career paths leading to family sustaining jobs.

Environmental: This report does not directly address environmental sustainability.

Social Equity: Participants who receive intensive services in Oakland's Workforce Development System have multiple barriers to employment, are unemployed or require support in gaining the pre-employment and vocational skills needed to become gainfully employed.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Adopt A Resolution Amending Resolution No 87248 C.M.S. To: (1) Adopt The Revised Fiscal Year 2018-19 Workforce Development Board Budget in the amount of \$6,609,499; And (2) Amend FY 2018-19 Contracts With Service Providers For An Additional Amount Not To Exceed \$535,107

For questions regarding this report, please contact Stephen Baiter, Executive Director, Oakland Workforce Development Board, at (510) 238-6440.

Respectfully submitted,



Mark Sawicki
Director, EWD

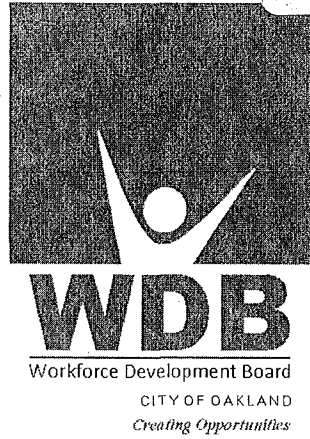
Reviewed by:
Stephen Baiter, Executive Director
Oakland Workforce Development Board

Prepared by:
Honorata Lindsay, Program Analyst II

Attachments (2):

A – Workforce Development Board Revised FY 2018-19 Budget

B – Workforce Development Board Local and Regional Strategic Plan



City Of Oakland Workforce Development Strategic Plan

Program Years 2017-2020

A. Vision, Goals, and Strategy of the Local Board and its Partners

i. Strategic vision to support regional economic growth and economic self-sufficiency.

Current Context: Entering into 2017, the City of Oakland – along with the rest of the San Francisco Bay Area – has been experiencing several consecutive years of rapid economic growth and job creation. Population and employment levels have expanded well beyond pre-recession levels, with the total number of jobs in the City of Oakland rising from 155,000 in 2010 to 200,200 by 2017. The unemployment rate of residents dropped from a high of nearly 17 percent in 2009 to 4.7% by the end of 2016¹, with a slight upward bump in January 2017 to 5.1%². While maintaining and even growing its historic strength as the Bay Area’s major health, transportation and logistics hub, Oakland has also gained local and national attention for other industries and attributes, including its thriving arts scene, solar and green energy cluster, food production, “maker” movement, and a unique character and lifestyle that reflects the diverse and engaged population for which the City has long been known.

As a whole, local businesses are thriving to such an extent that room to grow has become a challenge, as industrial, downtown office and retail vacancies have all reached record lows. Commercial rents are on the rise, putting pressure on many nonprofits and local businesses. Rising market rents for residential and commercial space has spurred new investment in Oakland, but a variety of factors – including rising costs of construction – have held back development that could meet new demand. And the development pipeline is growing. More than 2,000 new housing units are under construction or recently completed, with another 17,000 approved or in pre-development discussions. And following investments in the rehabilitation and repurposing of pre-existing space for commercial and office uses, new office construction is planned for the first time in seven years.

Just as new economic opportunities seem to be emerging and expanding in Oakland, growth is not benefitting its residents and businesses equally, making the newfound interest and investment in Oakland a mixed blessing. The City’s location at the center of the Bay Area, the nation’s most thriving and expensive metropolitan region, has amplified pressures on local property market values, resulting in many low-income residents experiencing a heightened level of economic insecurity. The economic boom has brought positive changes to some neighborhoods, yet community members and City representatives alike are concerned about Oakland’s long-term affordability, diversity, and ability to extend and share economic prosperity. Unemployment disparities between demographic groups are on the decline – for example, African-American unemployment is estimated to have fallen from 25% in 2013 to as low as 9% in 2015 – yet gaps stubbornly persist among different ethnic groups³. Indeed, despite an overall rise in employment and wealth, Oakland’s citywide poverty rate of 20%⁴ has changed little in the last decade and remains higher than the national poverty rate of 15%, pointing to a growth in income inequality within the city. The school district is improving rapidly and has many high-achieving schools, but too many young people still drop out. High crime rates continue, suggesting that many in Oakland remain disconnected from opportunities to find quality work. In sum, the city’s current landscape makes the work of the Oakland Workforce Development Board (OWDB) at once more essential – and more daunting – as the City of Oakland and its residents strive to move forward during these unprecedented times and circumstances.

¹ California EDD, <http://www.labormarketinfo.edd.ca.gov/file/lfmonth/1612pwib.pdf>, last accessed 1/25/17

² Ibid

³ American Community Survey, 2013-2015. The size of Oakland’s African-American population also increased slightly during this time period.

⁴ Ibid

**Oakland
POP: 420,005**

Unemployment

4.9%

Labor Force

212,100

Jobs in Oakland

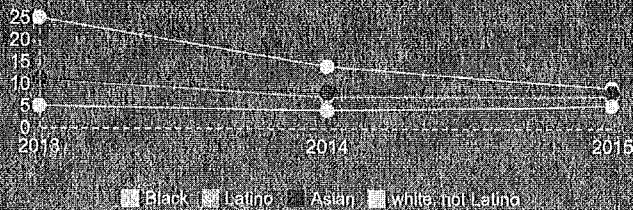
180,743

Oakland Workers who Live in Oakland

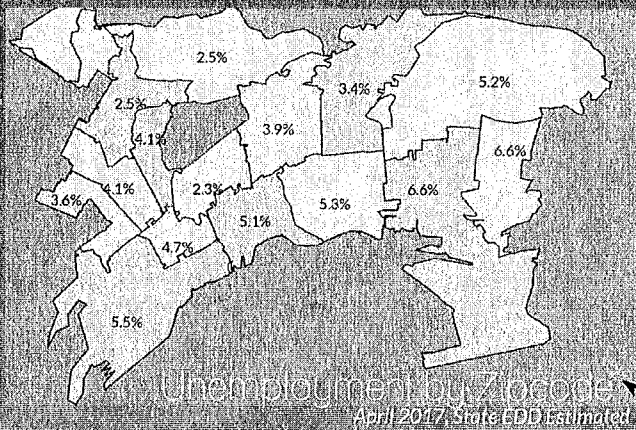
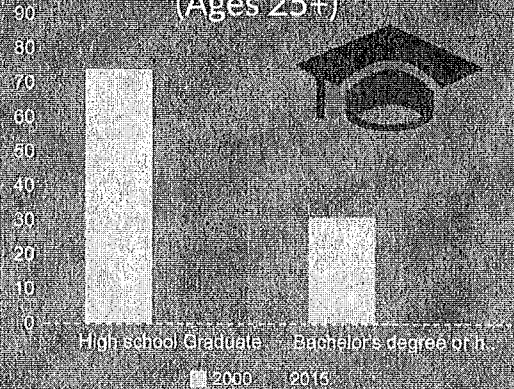
24%

State EDD Census LEHD Jobs figure is 2015

Unemployment by Race & Ethnicity, 2013-2015



Oakland Educational Attainment (Ages 25+)



44,800 Businesses

43%

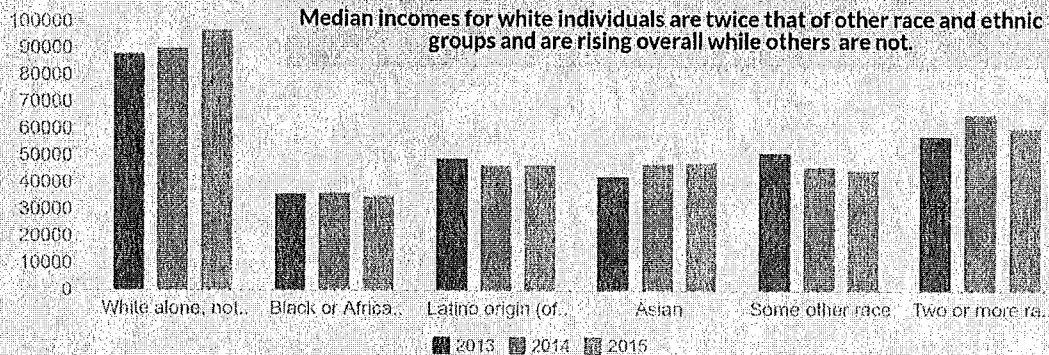
Women owned

51%

People of Color owned

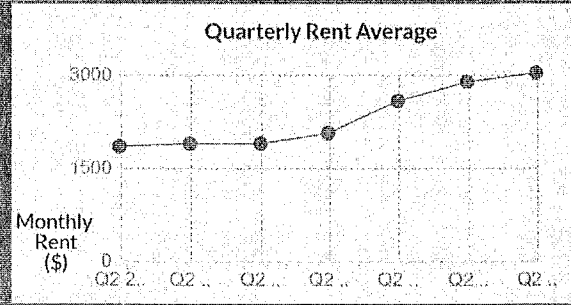
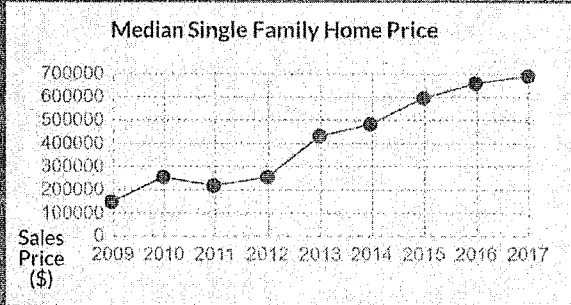
Demographics from US Census Survey of Business Owners, 2012

Median Incomes in Oakland by Race or Ethnicity



Source: State Employment Development Department, Bureau of Labor Statistics, US Census

Residential Real Estate

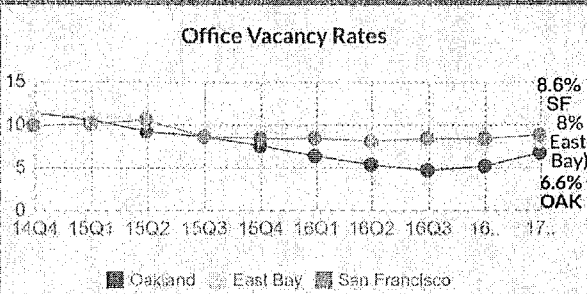
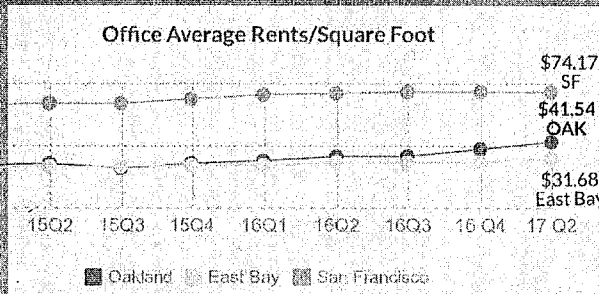


Commercial Real Estate

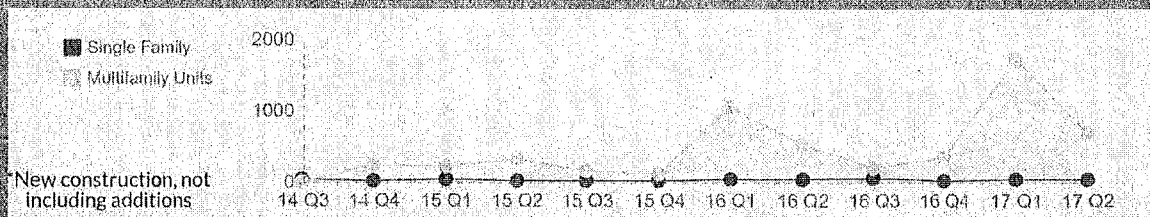
Industrial Vacancy: 2%
 Rent/square foot: \$9.27
 East Bay: 3.6% \$11.50

Office Vacancy: 6.6%
 Rent/square foot: \$41.54
 Downtown: 6.6% \$49.63
 East Bay: 8% \$31.68

Retail Vacancy: 3.2%
 Rent/square foot: \$22.68
 East Bay: 3.4% \$25.54



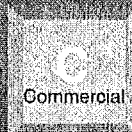
Residential Building Permits Issued



Development Pipeline



3,006 Homes under construction
 8,990 Units approved
 8,249 Units under review



2,021,570 square feet under construction
 3,225,350 square feet approved
 3,705,600 square feet under review

Sources: IHL Companies, LLC, Zillow, CoStar Market Analytics, City of Oakland Housing & Building Department
 Dashboard Compiled by Economic and Workforce Development Department. Contact at: info@oaklandna.com

Acutely aware of the various forces that have been pulling and pushing the city in new directions, during 2014-2016, the City of Oakland took a comprehensive look at the way interrelated city departments respond to challenges through the Resilient Oakland Playbook (<https://pilot.oaklandca.gov/issues/resilient-oakland>). The Resilient Oakland playbook takes a more holistic view of community development, outlining a set of strategies and actions to tackle systemic, interdependent challenges including equitable access to quality education and jobs, housing security, community safety, and vibrant infrastructure. In articulating its goal around increasing economic security, the Resiliency Playbook states the following:

“Oakland will enable all residents to be economically secure, build wealth, and achieve their full potential, regardless of race or means. Oakland seeks to build a model of responsible economic growth and business attraction, in concert with a commitment to building economic security, especially for those who have historically had limited access to opportunity.”

The OWDB has both the opportunity and the imperative to support a number of the goals outlined in the playbook, including engaging supporting community engagement efforts, particularly by enlisting young people in shaping Oakland’s future, creating more opportunities for collaborative government, and using data-informed decision-making. And in addition to the Resilient Oakland playbook, there are myriad other initiatives currently underway across the City Of Oakland that have implications for the OWDB’s work. There are a number of departments within City Of Oakland that are of great importance to the OWDB’s work, including the Mayor’s Office, the City Administrator’s office, the Planning & Building Department, the Housing & Community Development Department, Parks and Recreation, Public Works, and the recently established Department of Race & Equity (the city has also recently established a Department of Transportation, offering yet another connection point for the OWDB within the city infrastructure.)

In addition to the abundance of opportunities for the OWDB to deepen its work with other city departments, there are myriad collective impact initiatives operating within the City of Oakland and Alameda County that are highly relevant to the OWDB as it strives to support better opportunities and outcomes for the City Of Oakland’s residents and support a strong business climate. In January 2017, the Youth Ventures Joint Powers Authority (<http://youthventuresjpa.org/>) released an analysis of thirty one (31) initiatives that were identified and inventoried based upon multiple criteria, including the scope and size of the supporting collaborative, their degree and sphere of influence and their specific area(s) of focus. Their report focused on organizations and/or initiatives doing work around one or more of the following priority issue areas, including education, health, safety, wealth, and housing. The OWDB is working directly and indirectly with a number of these efforts on service coordination and resource leveraging/alignment in order to help maximize the impact of these efforts for Oakland residents.

In addition to supporting work at both the citywide and regional level, the OWDB also recognizes both the opportunity and need for it to strengthen ties with more neighborhood-based networks of community and faith-based organizations that have aligned resources and interests in an effort to improve the quality of life for Oakland’s most vulnerable residents. As stated at the outset of this plan, the recent local and regional economic boom has created an environment where many residents – particularly boys and men of color, disconnected youth, individuals with disabilities, limited English proficient (LEP) individuals, older individuals, homeless and other low-income individuals, long-term unemployed, and former foster youth – are experiencing greater economic insecurity. These groups of residents are generally concentrated in specific neighborhoods and

communities within the city and point to a need to dig deeper into how the full array of assets and investments of the city's workforce ecosystem – including both those that are overseen by the OWDB as well as those which are not – are shifting to meet the rapidly changing landscape in the City of Oakland.

The Role and Opportunity of Workforce Development: In 2015, the OWDB conducted a substantial community engagement effort to help advance its efforts to implement major elements of the Workforce Innovation and Opportunity Act (WIOA) in the City of Oakland. In the course of this effort, some key themes emerged that are of importance to job seekers, residents, and service providers, including the following:

- Oakland job-seekers, workers and employers are navigating a new world of work where rapidly changing technology, recruitment and training systems shift opportunity
- Job seekers ranked paid and unpaid internships, support groups, opportunities to interact with employers, information about industries and employers, and direct referrals to job openings as important services
- Oakland employers see a bottom line benefit from hiring locally, and nearly two-thirds of respondents reported a need to hire more people within the six months following this outreach effort. Businesses reported recruiting through community contacts, industry trade groups, and employee networks.
- Oakland employers in every sector surveyed noted the importance of customer service skills, including communications, empathy and problem-solving at all levels, in all areas of specialization.
- Employers indicated the importance of workforce services to their future success, and offered to host tours of their facilities, serve on short-term committees or task forces, and make Oakland hiring commitments.

Nearly two years later, concurrent with the OWDB's development of this local strategic workforce development plan, the City Of Oakland is getting close to finalizing a new economic development strategy for the next five (5) years. As one of the steps to support this direction, the OWDB membership held a planning retreat in January 2017 where it worked to update its mission, vision, goals, and strategies both in the context of the current landscape in the City Of Oakland and in alignment with WIOA. Following is the OWDB's updated vision statement:

The City of Oakland's businesses and residents will enjoy a thriving and resilient economy that creates an abundance of opportunities leading to broadly shared, equitable, and sustainable prosperity.

In support of this vision, the OWDB also revised its mission statement as follows:

The Oakland Workforce Development Board mobilizes leaders from business, economic development, education, labor, community-based organizations, and public agencies to align resources and investments for residents who need assistance with developing skills that help expand access to high-quality jobs and careers offering income mobility.

ii. **Strategy to align resources available to the local area & achieve the strategic vision**

Four Year Goals & Strategies: The OWDB has given significant consideration to the interplay between the local and regional current economic climate and its implications for ensuring that the job seekers and workers that it is charged with helping can more equitably benefit from its recent – and hopefully continued - growth. The vision and mission statements in Section A.i. will be supported by the following four-year goals and strategies that will be implemented over the course of this plan. These factors are reflected in the goals and strategic priorities as set forth below, which will serve as the foundation for the OWDB to further develop and implement annual work plans through this framework that will identify, track, and report quantifiable process and outcome measures.

- Business Services Goal: Align and mobilize a distributed network of business service providers within the City of Oakland to deploy resources that support a robust local economy and business climate offering an abundance of high quality jobs.
 - Work with public, private, and nonprofit business and economic development entities to facilitate and expedite access to a qualified and diverse local talent pool.
 - Develop and coordinate outreach, marketing and communications strategies among business service providers to enhance and expand relationships with businesses offering quality employment opportunities.
 - Organize and aggregate business needs through industry sector partnerships and small business networks to facilitate access to priority opportunities in the regional economy and labor market.
 - Explore and develop tools and supports that incentivize and enable Oakland-based businesses to hire and retain local residents.

- Adult Services Goal: Lead and support key citywide and regional innovations and partnerships that advance the economic security and resilience of Oakland’s most vulnerable workers and residents.
 - Develop and/or strengthen programs and services that meet the workforce development needs of historically underserved populations who need more intensive and dedicated assistance with accessing jobs and careers offering sustainable wages and upward mobility.
 - Enhance and expand the range of short-term, high-quality training programs offering skill development opportunities leading to industry recognized certifications that meet the needs of local employers.
 - Organize and support business involvement around the implementation of career pathway programs in Oakland that are being driven by adult education, community colleges, and other education/training partnerships.

- Youth Services Goal: Work with public, private, and community-based organizations and key local initiatives to empower disconnected young people in the City Of Oakland to access meaningful employment opportunities.

- Coordinate resources and investments to better align with major citywide and regional efforts targeted toward the educational and career development of youth and young adults.
 - Strengthen and expand work-based learning opportunities for youth and young adults in the City Of Oakland, with particular emphasis on paid employment and internships.
 - Partner with community-based organizations and other stakeholders to more effectively leverage resources and increase investment that meets the needs of young people in the City Of Oakland.
- Workforce System Goal: Position the Oakland Workforce Development Board to lead and support citywide and regional efforts that strengthen local and regional economic prosperity and increase equity.
 - Link, align, and leverage public, private, and philanthropic resources and investments to strengthen the ecosystem of public, private, and community-based organizations supporting workforce development in the City Of Oakland.
 - Enhance the OWDB's organizational capacity to responsibly and transparently manage and invest resources in a way that sustainably supports the workforce development needs for the City Of Oakland's businesses and residents.
 - Strengthen reporting and accountability systems to more effectively measure the results and impact of workforce development investments in the City Of Oakland.
 - Coordinate and implement a communication strategy with public, private, and nonprofit partners and stakeholders that elevates that value proposition of local and regional workforce development efforts.

Plan Development & Implementation Process: Following the submittal of the City of Oakland Workforce Development Board (OWDB) local plan to the California Workforce Development Board (CWDB), the OWDB will develop a detailed work plan that will outline activities, metrics, and timelines for accomplishing the above goals and accompanying strategies, which have been developed in alignment with the WIOA core programs as further described in the ensuing sections of this plan. These measures will be developed and reported in a way that enables the City of Oakland to clearly demonstrate and communicate the impact and effectiveness of the OWDB's investments in the local workforce development system, including at both the individual service provider level as well as in aggregate. This process will enable the OWDB to effectively manage its annual budget process as well as assess when and how to potentially procure and contract for services in instances where there are concerns about the performance, value, and impact of its investments. Over time, the OWDB hopes to develop a citywide workforce dashboard in partnership with other key stakeholders that clearly outlines all public and private investments in workforce development across the City of Oakland and the value they are adding to improve the local business climate and the quality of life for its residents. By working to better aggregate what are now often more loosely connected efforts and initiatives, the OWDB hopes to better harness the city's assets and more fully establish the essential role of workforce development in supporting the city's economic vitality and quality of life.

B. Local program alignment to implement State Plan policy strategies

i. Description of the workforce development system in the local area

Career Services for Job Seekers & Workers: The OWDB contracts out the operations of a Comprehensive One-Stop Career Center (COSCC) (branded locally as an American Job Center of California , or AJCC) that is currently located in downtown Oakland and provides WIOA Title I funded services to adult job seekers and workers. At present, the OWDB also provides support to the operations of two (2) neighborhood-based satellite career centers in West Oakland and East Oakland. These locations provide a number of career development resources, including the posting of employment opportunities; some skills assessments; occupational and labor market information; career coaching; referrals to supportive services and training programs; and a variety of other services and are conveniently accessible because they are situated where many of the OWDB’s priority populations reside. In addition to these sites, the California Employment Development Department (EDD) operates an affiliated AJCC site in East Oakland near the Coliseum, which is the only site within city limits that provides in-person Wagner Peyser, Unemployment Insurance, and Disability Insurance services. Finally, the OWDB also currently funds two (2) Sector Access Points (SAPs) – one at a community college site, the other at a community-based organization – to help better connect job seekers and workers with employment and training opportunities in the OWDB’s priority industry sectors, with particular emphasis on healthcare.

Targeted Local Services In addition to the aforementioned WIOA-funded services for job seekers and workers, the OWDB also is helping to lead a few other initiatives to further support the development of the local workforce system.

- West Oakland Job Resource Center: The West Oakland Job Resource Center (WOJRC - <http://oaklandcommunityjobscenter.org/>) is an innovative project funded by the City Of Oakland and other partners and is focused on helping local residents learn about and prepare for careers in the building trades. The center directly assists contractors working on the Oakland Global Trade & Logistics Center, the former Oakland Army Base, in hiring qualified local workers. Working with partner construction trade unions, the WOJRC screens individuals for the apprenticeship programs that allow qualified candidates to earn while they learn.
- Day Labor Center Supported by the City of Oakland’s General Purpose Fund (GPF) and operated by Causa Justa (<https://cjjc.org/>), the Day Labor Center runs as a hiring hall model to link contractors and day laborers, track outcomes and include key supportive services to the day laborer population. This model helps to reduce risk for contractors and workers alike by reducing the potential risk associated with day labor work around payment for services and workplace safety.

Pursuant to the goals and strategies outlined in the preceding section of this plan, the OWDB intends to further strengthen and organize this network to minimize duplication of services and maximize the value of these investments for Oakland’s diverse residents.

Training Services for Job Seekers & Workers: The OWDB's AJCC sites and its SAPs facilitate job seeker customers' access to Individual Training Accounts (ITAs), on-the-job training (OJT), customized training, and cohort-based training as appropriate. Training is offered based upon assessed need as documented in individual career plans and may be delivered by public, private, or non-profit providers. For cohort-based training initiated by a Sector Access Point (SAP), there is a local requirement that this be done in coordination with the Peralta Community College District, and/or its appropriate individual colleges or departments. In accordance with local policy, at least 70% of the OWDB's training investments must be tied to industries and occupations in priority industry sectors.

Youth Services: The City Of Oakland has prioritized support for its youth and young adult residents by making substantial investments in programs and services that help to lead healthy, safe, and successful lives. Three of the most substantial direct investments in young people from the City Of Oakland are outlined below:

- Oakland Unite: Oakland Unite (www.oaklandunite.org) is funded primarily by local tax dollars through the Oakland Public Safety and Services Violence Prevention Act (Measure Z). Passed by Oakland voters in November 2014, Measure Z provides approximately \$24 million every year for ten years to fund violence prevention and intervention programs, additional police officers, and fire services. Measure Z funds are generated through a parcel tax along with a parking surcharge in commercial lots in order to support reductions in violent crime, improve quality and response time of emergency services, and invest in violence intervention and prevention strategies.
- Oakland Fund for Children and Youth (OFCY): The OFCY (www.ofcy.org) is a program of the Human Services Department within the City of Oakland and provides strategic funding to support Oakland's children and youth from birth to 20 years of age to help them become healthy, happy, educated, engaged, powerful, and loved community members. OFCY was established in 1996 as a result of a voter-approved ballot measure to create a City fund expressly for the benefit of children and youth and is empowered to competitively allocate a portion of the City's unrestricted funds (about \$13.5 million in 2016-17) to support the development of children and youth in four goal areas: Early Childhood, Student Success in School, Youth Development and Empowerment, and Transitions to Productive Adulthood. Since its inception, OFCY has supported youth workforce programming that provides Oakland youth career support, workplace exposure, paid internships, and other youth employment opportunities. OFCY's funding strategy around Transitions to Adulthood – Career Awareness & Academic Support for Older Youth is currently supporting fourteen (14) programs with grants exceeding \$2.1M annually; OFCY has been and continues to be one of the largest providers of funding for youth workforce programming in the City of Oakland.
- Classrooms2Careers/Year Round & Summer Jobs: The Classrooms2Careers program provides work-based learning opportunities for Oakland youth, with particular emphasis on paid

summer jobs and internships. The City of Oakland and the Oakland Housing Authority have been substantial investors in this program, together providing more than \$600,000 in 2016 to help subsidize paid work experience for Oakland youth. Additional support to the program comes from Oakland businesses and other public, private, and nonprofit organizations.

In addition to the City of Oakland's aforementioned direct investments in youth and young adults, the Mayor and other city leaders are driving a number of collective impact efforts being implemented across the city. A few of the most notable of these include:

- *Oakland Promise*: The Oakland Promise (www.oaklandpromise.org) is a cradle-to-career initiative that was launched by the City of Oakland Mayor's Office, in partnership with the Oakland Unified School District (OUSD), East Bay College Fund, the Oakland Public Education Fund, and other Oakland organizations. The initiative seeks to help triple the number of Oakland residents who are from populations underrepresented in higher education save and plan for college at every stage, and provide the critical support needed to enroll in college and earn a degree.
- *Youth Ventures Joint Powers Authority & Oakland Thrives*: Oakland Thrives is an initiative nested within the Youth Ventures Joint Powers Authority (<http://www.youthventuresjpa.org>), a collaboration of the County of Alameda, the Oakland Unified School District, San Lorenzo Unified School District, and the City of Oakland. The initiative is being driven by top leadership in the City of Oakland to combine and coordinate efforts to secure and leverage resources to improve outcomes for vulnerable children and youth across a variety of domains, including education, health, wealth, safety, and housing.
- *My Brother's Keeper*: The City of Oakland is leading the local action plan for My Brother's Keeper, an initiative born out of President Obama's call to action to ensure that all of our nation's boys and young men of color (BYMOC) have equal opportunity to live up to their full potential. The City of Oakland has developed a local action plan outlining several strategies and milestones to recognize, support, and advance Oakland's work to address racial inequities. The OWDB has been designated to serve as the lead organization for Milestone 5, which seeks to increase the percentage of young men of color ages 16-24 employed or in school.

Working in partnership with many of the above programs, the OWDB's many contracted Youth Services providers are charged with implementing collaborative and innovative approaches to leveraging resources and strengthening career pathways across the entire geography of the City Of Oakland in OWDB priority industry sectors such as:

- Partnering with Oakland Unified School District (OUSD) career academies in targeted sectors to recruit and serve eligible youth;
- Partnering with Peralta Community College District (PCCD) career technical education

- programs to enroll eligible youth in training and support their academic and career success;
- Designing and delivering training that builds in-demand skills and competencies and helps youth enter and progress along career pathways;
- Coordinating the provision of other career development resources and supportive services with other local and regional partners and networks

Business Services: The OWDB sits inside of the City of Oakland Economic and Workforce Development Department (EWDD), putting it in a unique position to help support the needs of Oakland businesses. In addition to working directly with EWDD staff, to augment its capacity, the OWDB issued a Request for Proposals (RFP) in 2016 for an entity to lead its Business Engagement Services (BES) efforts. Out of this process, the OWDB identified and entered into a contract with the winning bidder in July 2016 to perform the following functions:

- Strengthen linkages between employers and job-seeker services by coordinating closely and intentionally with the OWDB's One Stop system;
- Refer businesses to a trusted network of other partner organizations offering services that help business with sourcing and developing local talent and other key needs;
- Provide layoff aversion services, including the following:
 - Develop systems and processes for identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion;
 - Conduct ongoing relationship-building activities with businesses in order to create an environment for successful layoff aversion efforts;
 - Assist employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs;
 - Convene service partners, such as the Comprehensive AJCC and SAPs to deliver services to affected businesses and workers;
 - Facilitate business access to resources such as loans, technical assistance programs, market analyses, and economic development activities to address needs and prevent layoffs;
 - Connect businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff;
- Serve as the lead entity in coordinating Rapid Response services in conjunction with OWDB contracted service providers, including reviewing affected workers' needs, facilitating rapid reemployment efforts, coordinating workshop presentations and offering tools and services that support career transition, and other related services
- Track and report process and outcome measures associated with all activities above

ii. Support around Seven (7) Policies Identified in the State Plan

The City of Oakland and the Oakland Workforce Development Board (OWDB) have been earnestly working with our local and regional partners to support service alignment and ensure the implementation of policy strategies outlined in California's Unified Strategic Workforce Development Plan. Below are some specifics around how the City Of Oakland and OWDB are working to implement the seven (7) policies identified in the State Plan, all of which are in alignment with the OWDB's goals and strategies as outlined in Section A.ii. of this plan.

1) Sector Strategies

The OWDB has supported or otherwise been involved with industry sector partnerships for many years; refer to the East Bay Regional Planning Unit (RPU) strategic plan for a more complete view of this history. More recently, in 2015 the OWDB went through an extensive process of identifying priority industry sectors for particular emphasis by the City Of Oakland’s workforce development system, and agreed upon focusing efforts around the following sectors: 1) Advanced Manufacturing & Food Production; 2) Construction; 3) Digital Arts & Media; 4) Green Industries; 5) Healthcare; 6) Retail; and 7) Trade Logistics Distribution.

While Oakland’s economy continues to be driven by many of the same longstanding sectors and clusters that have provided stability and resiliency over the long-term, these sectors are evolving in significant ways. Some of these changes are reflected in new job growth. Other changes have had less of an impact on total employment, but are still creating noticeable changes in specific locations within the city. To this end, In January 2017, the OWDB updated and refined its list of priority industry sectors as follows:

Regional (East Bay) Industry Sectors	Local (City of Oakland) Industry Sectors
Advanced Manufacturing	Construction
Healthcare	Government
Information Communication Technology	Hospitality, Leisure, and Retail
Transportation & Logistics	

The East Bay Slingshot initiative is focused on building and sustaining business-led regional industry sector partnerships that include support from regional economic development, education, labor, and workforce development boards in five priority industry sectors. The initiative has helped to stand up and support five (5) different regional sector partnerships, including Advanced Manufacturing, Biomedical, Healthcare, Information Communication Technology, and Transportation & Logistics. (With funding and other elements beginning to shift, companies that have been involved with the biomedical sector partnership are beginning to link up with either the Advanced Manufacturing or Healthcare sector partnerships based upon their core product and service lines.) The OWDB has received Slingshot funding that will support the balance of the project through the spring of 2018 to further develop and support the above regional industry sector partnerships by expanding the number of local businesses that engage in these efforts through special events, work-based learning opportunities, employee recruitment and hiring, and other efforts.

The City of Oakland is also working to support three (3) additional local priority industry sectors that offer a large number of jobs and viable pathways to good careers. Much of this information is described in the ensuing section of this report under career pathways, though it should be noted that the OWDB is considering using a similar approach to the one utilized by the East Bay Slingshot partnership to convene and deepen partnerships with local employers.

2) Career Pathways

Career Pathways programs represent the supply-side of industry sectors, and the City Of Oakland is very fortunate to have an abundance of employer-informed programs that provide the opportunity for the OWDB’s priority populations to access quality jobs and careers. This extensive array of programs and services has enabled the provision of cohort-based training in targeted industry sectors and occupations, the bundling of multiple training strategies (e.g. classroom-based training

with OJT), and other kinds of demand-driven programs that help individuals develop skills that offer opportunities to realize greater income mobility. Additional information about local career pathway development efforts appear in Section C.ii. of this plan.

3) Utilizing Earn & Learn Strategies

The OWDB and its many partners in the City of Oakland (and beyond) have a long track record of supporting an implementing earn and learn strategies for youth and adult job seekers and workers. These services not only include the WBL experiences referenced in the immediately preceding section of this report, but also include efforts related to summer and year-round paid jobs and internships, pre-apprenticeship and apprenticeship programs, and other related activities. Two of the most noteworthy current examples are expounded upon below.

- Seasonal and Year-Round Employment for Oakland Youth: For many years, the City of Oakland has worked in partnership with Oakland businesses, non-profit agencies, and youth workforce development agencies to provide summer employment and other personal development opportunities for Oakland youth. Oakland Mayor Libby Schaaf has led efforts to revitalize and strengthen the city’s investment in this initiative by the connection between summer jobs and classroom activities for Oakland youth, helping to support an array of year-round events, support services and work-based learning experiences that includes internships and the traditional summer job. As a result of this revitalization of the city’s efforts, in 2016 more than 1,400 young people in the City Of Oakland were able to access seasonal and permanent employment. Because of the broad and deep support for these efforts, it is hoped that the OWDB can grow this number in 2017 (and beyond) while also finding ways to better connect the myriad existing efforts doing similar work.

- Oakland Global Trade & Logistics Center: The Oakland Global Trade & Logistics Center (<http://oaklandglobal.com/>) is a new, state of the art logistics center being developed on the site of the former Oakland Army Base (OAB) and adjacent property that is under the purview of the Port of Oakland. Recognizing the economic development and job creation opportunities with this site, the City Of Oakland took the lead in setting up the West Oakland Job Resource Center (WOJRC - <http://oaklandcommunityjobscenter.org/>) to help local residents learn about and prepare for careers in the building trades. The center directly assists contractors working on the Oakland Global Trade & Logistics Center in hiring qualified local workers. Working with partner construction trade unions, the WOJRC screens individuals for the apprenticeship programs that allow qualified candidates to earn while they learn. Additionally, understanding the opportunity to drive workforce innovation in the City Of Oakland, a diverse group of community stakeholders is working in partnership with the city to make the WOJRC an independent, fully self-sustaining nonprofit organization serving the needs of the transportation and logistics sectors by July 2016.

In addition to the two initiatives mentioned above, the OWDB is actively working with regional apprenticeship efforts, including the Advanced Manufacturing and Transportation Apprenticeship (AMTAC - <https://amtac-apprentice.org/>) initiative, which is helping to develop a pipeline of individuals for a variety of occupations including machinists, CNC setup and operators, tool & die makers, mold-makers, maintenance machinists, automotive body, automotive mechanic, automotive painting, automotive repair and related skill sets.

4) Organizing Regionally

The East Bay has appropriately garnered a lot of recognition for its efforts to organize its assets at a regional scale, most longstanding of which has been the partnership of the four (4) workforce boards that are part of EASTBAY Works (www.eastbayworks.org). More recently, the East Bay's efforts to develop regional industry sector partnerships in five (5) distinct industries have helped to further strengthen the credibility and value of the local workforce system as a resource to the business community. Please refer to the East Bay Regional Planning Unit (RPU) strategic workforce development plan for 2017-2021 for a full description of the OWDB's participation in regional organizing efforts that include business, economic development, education, labor, nonprofit, and other partners.

5) Providing Supportive Services

Supportive Services are an important component to helping the City Of Oakland's most vulnerable residents further their career and employment goals. OWDB has worked with its contracted service providers and the broader ecosystem of nonprofit and other organizations to maximize the usage of non-WIOA resources to meet these needs. At the same time, the OWDB has provided guidance around the use of WIOA funds to offer needs-based assistance, including help with transportation, materials and supplies (books, tools, uniforms, etc.) needed for training and employment, minor health and personal care issues, and other miscellaneous needs. As part of the goals and strategies outlined in Section A.ii. of this plan, the OWDB will seek to expand the network of public, nonprofit, and other organizations in the City Of Oakland who can help to further strengthen the ecosystem of supportive services in the city.

6) Building Cross-System Data Capacity

The OWDB and its contracted service providers utilize CalJOBS to track and monitor all WIOA Title I activities for job seekers and workers. The OWDB is working to have its contractors enhance their use of CalJOBS for documenting business services. Additionally, because of the OWDB's structural configuration within the City of Oakland Economic & Workforce Development Department, the OWDB also has access to other city business data that it can use to develop strategies and responses to business growth and contraction events. Additionally, the OWDB is working proactively with some other citywide partners, including OUSD, PCCD, and the Oakland Housing Authority to more effectively serve common customers/participants.

7) Integrating Services and Braiding Resources

The OWDB is very fortunate to have a robust and well-developed ecosystem of public, private, and non-profit organizations operating in the City of Oakland to help improve the quality of life for job seekers and businesses alike. To this end, the OWDB has taken a very thoughtful approach around how to best braid and leverage its WIOA (and non-WIOA) funds and resources that are under its purview. Indeed, one of the particular challenges facing the OWDB at present – albeit a nice one to have – is how to best position and invest the WIOA and non-WIOA assets and resources under its purview to help to increase the shared value of the current system to its job seeker and business customers. The current number of citywide collective impact initiatives, while impressive, still falls short of providing a complete and comprehensive picture of the local landscape. To this end, the OWDB looks forward to developing specific activities and tasks in alignment with the goals and strategies in Section A.ii. of this plan such that it can become a model for other cities to emulate around how to best link, align, and leverage public and private sector investments in support of a vibrant economy that creates broadly shared prosperity.

C. Detail on specified services and service delivery strategies

i. Core programs to expand access to employment, training, education, & supportive services

The OWDB works with its core local partners to align local resources as set forth in its Phase I Memorandum of Understanding (MOU). The Phase I MOU includes the following partners who provide Basic Career Services and/or Individualized Career Services within the local workforce development system:

OWDB Core Partner	Services & Resources
AJCC contracted service providers (2016-17) <ul style="list-style-type: none"> • Oakland Private Industry Council • Peralta Community College District • Unity Council 	WIOA Title I Adult and Dislocated Worker services
California Department of Rehabilitation (DOR)	Vocational Rehabilitation job placement services
California Employment Development Department (EDD)	Wagner-Peyser, Trade Adjustment Assistance (TAA), and Unemployment Insurance (UI)
Oakland Unified School District (OUSD)/Northern Alameda Consortium for Adult Education (NACAE)	Adult Education and Family Literacy Act (AEFLA) services, and Career Technical Education (CTE) programs
Alameda County Social Services Agency	CalWORKS (TANF) services, CalFresh (SNAP) administration, Title V, and Adult and Aging Services
United Indian Nations	Employment, education, and training for Native American populations
Oakland / Alameda County Community Action Partnership	Community Services Block Grant services
Oakland Housing Authority	Housing services
Peralta Community College District (PCCD)	Carl D. Perkins and Career Technical Education (CTE) programs
Senior Community Service Employment Program (SCSEP)	Older Americans Act (OAA)
Treasure Island Job Corps	Job Corps programs

In addition to the core partners listed in the table above, the OWDB is currently working on effectively connecting and leveraging other resources to maximize value to the City of Oakland’s job seekers, particularly priority populations. These groups include individuals with disabilities, justice-involved individuals, single parents, limited English proficient (LEP) individuals, older individuals, homeless and other low-income individuals, long-term unemployed individuals, and former foster youth. To this end, the OWDB has made a number of WIOA and non-WIOA funded investments designed to meet the needs of these populations, as well as collaborate with other public and non-profit service provider partners. Additionally, and in alignment with the goals and strategies outlined

in Section A.ii. of this plan, the OWDB envisions working on additional efforts to use technology and other tools to expand services to the aforementioned targeted populations, as well as deepen partnerships with employers and businesses that are supportive partners in this work.

ii. Development of Career Pathways and Co-Enrollment in Core Programs

As delineated in the ensuring table, the OWDB works in close partnership with its public sector educational partners – most notably the Oakland Unified School District (which is part of the Northern Alameda County Adult Education - NACAE) Consortium and the Peralta Community College District (PCCD) – to support career pathway development for older youth and adult job seekers and workers.

Below is a high-level overview of some of the major elements of the local network of career pathway programs. For more detailed information about the dozens of NACAE programs and PCCD’s nearly fifty (50) Career Technical Education (CTE) programs, please visit the NACAE website at <http://nacae.net/> and the Peralta CCD website at <http://web.peralta.edu/cte/>.

Industry Sector	Career Pathway	
	NACAE (Bridge Programs)**	PCCCD CTE Programs***
Advanced Manufacturing	Instrumentation & Control Tech. Machine Technology	Engineering, Design, and Production
Construction	Bridge to Skilled Trades	Building & Construction Trades
Government	Early Childhood Education (ECE) Public & Human Services	Public & Human Services Public Service & Law
Healthcare	Biotechnology	Environment & Sustainability Healthcare & Bioscience
Hospitality, Leisure, and Retail	Culinary Arts	Hospitality, Retail & Tourism Personal Services
Information Communication Technology	Media Office Skills	Business & Entrepreneurship Digital Media & Communication Information & Communication Technology
Transportation & Logistics	Maritime/Logistics	Transportation & Logistics

** Many NACAE offerings include ESL bridge programs – Business/Accounting, Culinary Arts, ECE, Entrepreneurship, Maritime/Logistics, and Media.

*** Includes both Certificate and Associate of Arts/ Sciences Degrees

In addition to the aforementioned career pathway efforts for older youth and adult job seekers and workers, the OWDB is also working on behalf of the Mayor of Oakland to support the development and expansion of career pathway opportunities for youth in partnership with the Oakland Unified School District (OUSD), which was one of the original six (6) Linked Learning districts in the State of California.

Finally, in addition to its ongoing work with OUSD and PCCD, beginning in 2015, the OWDB has been serving as an important partner in two regional CCPT grants as follows:

- East Bay Career Pathways (<http://eastbaycareerpathways.org/>): The OWDB is helping to lead business engagement efforts in the City Of Oakland to help expand Work-Based Learning (WBL) opportunities for youth and young adults enrolled in OUSD career pathway programs that are focused on priority industry sectors including engineering & advanced manufacturing, healthcare, information communication technology, and public service.
- The Alameda County Office of Education (ACOE) Project Pathways project (<http://www.acoepathways.org/projectpathways/>) is a regional, two-county (East Bay) project that seeks to develop pathways to college and careers for disconnected youth between the ages of 16-24 in areas including education, building trades, and hospitality and tourism.

iii. Access to Activities Leading to an Industry-Recognized Certificate or Certification

As delineated in Section B.ii. of this plan, over the past two years, the OWDB has begun to work much more closely with its adult education and community college partners to help provide access to activities and supports that facilitate job seekers and workers access to programs offering industry-recognized certificates and certifications.

The OWDB’s comprehensive AJCC and contracted Sector Access Points (SAPs) are important connecting hubs for this work. Additionally, the OWDB’s contracted youth service providers are also committed to helping young people access onramps to career pathway programs in the OWDB’s targeted industry sectors, including both in-school and out-of-school youth.

Additionally, the OWDB has directly and indirectly supported efforts with assisting job seekers and workers to access very short-term certification programs. A few of these examples include ServSafe certification (food handling certification necessary to work in restaurants and other food establishments), customer service/sales certification (certifying competency in retail/customer service skills), and OSHA 10 (training for workers and employers on the recognition, avoidance, abatement, and prevention of safety and health hazards in workplaces in general industry). In particular, the OSHA 10 certification has proven to be very valuable in helping the OWDB

iv. Engagement of Employers in Workforce Development Programs

Employers, particularly those in high-growth/high-demand sectors, are critical partners in an effective workforce system. Integration of employer input is essential at all levels of the system to ensure that training, education and job preparation results in job placements for job seekers and to support a vibrant economy in Oakland. To this end, in March 2016, as part of the City Of Oakland local board recertification process, Oakland Mayor Libby Schaaf appointed a new slate of board members to serve on the City of Oakland Workforce Development Board. The newly appointed private-sector members are key leaders and owners of businesses from Oakland’s priority industry sectors, including healthcare, hospitality, information communication technology (ICT), transportation/logistics, and small business. Many of these employers have been both active partners and customers of the local workforce system, helping to lead efforts to strengthen its value proposition of supporting the upskilling of local residents for good jobs. Their leadership has had a significant influence on the development of this local plan, and there is a strong commitment to ensuring ongoing, continuous improvement of the local system.

In addition to activities and support from the OWDB membership, the OWDB and its contracted service providers have been working to expand their connections with local and regional employers as well as deepen partnerships with businesses that regularly utilize services and work to create improvements. The OWDB has also been able to substantially leverage and benefit from its participation in and support of the regional East Bay Slingshot initiative, which has helped to develop and support the following regional industry sector partnerships:

- Biomedical Manufacturing Network (www.biomedmfg.org)
- East Bay Advanced Manufacturing Partnership (www.cbamp.org)
- East Bay Healthcare Workforce Partnership (www.ebhwp.org)
- East Bay ICT partnership (www.eastbayict.org)
- East Bay Transportation & Logistics Partnership (www.ebtlp.org)

City Of Oakland employers are actively participating in each one of these partnerships and have identified the need to develop and hire local talent as a critical need.

The growing number of Oakland-based social enterprises offers another emerging opportunity for the OWDB to engage with a new group of local employers whose mission and goals are very aligned with the local workforce system. While still in the early stages, the OWDB is working on strategies and approaches to more effectively leverage and capitalize on this growing sector of innovative, community-oriented businesses.

v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.

The OWDB, its service providers, and other partners in the local workforce system are committed to meeting the needs of businesses in a coordinated and aligned fashion that is focused around the following activities:

- Alignment of career pathway programs to priority industry sectors
- Continuous improvement of talent acquisition and talent development efforts
- Coordinated employer outreach and engagement
- Layoff aversion and rapid re-employment strategies for displaced workers
- Work-based learning and other “earn-and=learn” strategies
- Ongoing economic and labor market analysis and forecasting

In addition to the above, it is important to note that Oakland benefits from strong external partners that are focused on ensuring the City’s economic success. These include the Oakland Metropolitan Chamber of Commerce, the Oakland African American Chamber, the Chinatown Chamber of Commerce, and the countywide Hispanic Chamber of Commerce, as well as other industry and business networks. A wide range of non-profit business service organizations offer technical assistance to Oakland’s small businesses and provide workforce training to the City’s residents. In addition, ten commercial districts throughout the City have formed business improvements districts (BIDs) and community benefits districts (CBDs) that provide marketing, cleaning and beautification,

security, and other local services. The complexity of the local business-serving ecosystem thus places a premium on communication and coordination, something that the OWDB is committed to supporting as outlined in Section A.ii. of this plan.

vi. Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.

The OWDB is nested in the City of Oakland’s Economic & Workforce Development Department (EWDD), offering it tremendous opportunities to coordinate workforce development with local economic development. As a starting point, this structural configuration provides the opportunity for the OWDB to work closely with other divisions in EWDD to regularly convene the more than eighty (80) organizations that provide services to businesses in the City of Oakland. These organizations include larger entities like the Oakland Metropolitan Chamber of Commerce to local Business Improvement Districts (BIDs), to organizations that support microenterprise, among others. Additionally, similar to the workforce development space, there are also a number of major plans, strategies, and initiatives underway that have implications for the city’s overall economic development landscape. These include a recently adopted City of Oakland Resiliency Strategy, a Housing Equity Roadmap, a Transportation Strategic Plan, a number of neighborhood-specific plans, a Climate Action Plan, and other guiding documents. Additionally, the City of Oakland has a number of major projects underway, including not only the previously mentioned Oakland Global Trade & Logistics Center, but other major housing and infrastructure projects.

The City Of Oakland defines itself by a set of core principles and values that establish the City as a unique place to live and do business. Against the backdrop of all of this, from an economic development standpoint, the city desires financial sustainability, reinvestment in Oakland, a high quality of life for its residents and widespread access to career and wealth-building opportunities. The City Of Oakland seeks to maintain and grow a resilient economy that has proven to be strong in many sectors, helping our economy to weather industry shocks, with diversified and growing revenue sources to bolster city services. Oakland also hopes to better leverage the innovation of its private sector, supporting social enterprises and growth of our local businesses, and to strategically insert public sector resources to unlock and enable community and market potential. To this end, the EWDD is continuing to work on an updated economic development strategy that more effectively links, aligns, and leverages the myriad efforts going on across the city, and the OWDB will be a crucial partner in supporting this work.

Finally, in addition to all of the local economic development and other activities described throughout this plan, the OWDB continues to be engaged in high-priority regional projects and initiatives that strive to make both Oakland and the broader East Bay region a better place to live, work, and play. The City Of Oakland understands its unique role and opportunity in these efforts and will continue to help support them as they move forward.

vii. Linkages between One-Stop Delivery System and Unemployment Insurance programs

The OWDB’s contracted comprehensive AJCC and its Sector Access Points (SAPs) work to connect dislocated workers and other job seekers so that they can access Unemployment Insurance (UI) services through the California Employment Development Department (EDD). EDD staff provides onsite services at their local offices in East Oakland (which are in a separate location from

OWDB's comprehensive AJCC) to help participants navigate UI issues that are not easily handled via phone or online methods. Dedicated communication tools are available in the AJCC resource room to expedite processing and resolution of any UI claim issues and questions.

D. America's Job Centers of CaliforniaSM (AJCC) Information

i. Continuous Improvement of Eligible Providers of Services

The OWDB's predecessor organization developed an Annual Performance Review Process designed to allow ongoing input into the local workforce system such that it could be adjusted to adapt to changing external conditions and to address barriers in meeting or exceeding state and local performance outcomes. Subsequent to that work, in March 2015, the OWDB undertook a significant community engagement effort to try and drive meaningful change in the local workforce development system in order to improve the accountability of its service providers around quality of services and performance. These efforts have paid off as the City of Oakland has continued to make further improvements with meeting or exceeding WIOA performance measures while also deepening community impact.

The OWDB expects to establish standing committees in the near future, part of whose charter will be to delve further into how to support and sustain continuous improvement and performance related to federal, state, local, and other investments in the local workforce system. These efforts will look at outcome measures across programs and services for youth and adult job seekers, as well as the process and outcomes around services for businesses. As this data is synthesized and analyzed, the OWDB anticipates expanding its communication efforts around the value proposition of the local workforce system and its importance to supporting a strong business climate offering greater economic security for Oakland residents.

ii. Facilitation of Access to Services provided through the AJCC delivery system

Ensuring the accessibility of AJCC services to job seekers and workers is an important part of supporting the mission and mandate of the publicly funded local workforce system. For many individuals, the most ready access to these services comes through the State of California's CalJOBS system, whose website and mobile app offer customers with immediate access to an abundance of information and resources that help to advance their employment efforts. Looking ahead, the OWDB anticipates working with its local post-secondary education partners to explore opportunities to expand online education and training offerings as appropriate, with the likeliest first steps involving a few pilot projects.

In addition to online and other technological access methods, the OWDB anticipates continuing to work with public and nonprofit partners to find ways to support and sustain a network of access points in key areas of the City of Oakland to ensure that individuals who do not have ready access to or are otherwise not comfortable with technology have other methods of accessing services through the local workforce system. The OWDB will further explore ways to sustainably support community-based locations that can serve as access points that facilitate the capacity of all City Of Oakland residents to utilize services offered through the local workforce development system. As a part of its work, the OWDB hopes to better identify and map assets and resources across the city that can enable us to be more efficient and effective in our efforts to deliver place-based services for our residents.

iii. Compliance with Applicable Provisions of the *Americans with Disabilities Act of 1990*

The OWDB has been very intentional around ensuring its compliance with statutory requirements related to the Americans with Disabilities Act (ADA). The OWDB has a minimum of one appropriately trained staff member to serve as the local Equal Opportunity (EO) Officer to successfully administer the local biennial assessment process to determine nondiscrimination and universal facility access according to ADA guidelines, and an OWDB staff member services as the Departmental Access Coordinator for ADA issues for the City of Oakland EWDD. The OWDB also maintains a strong working partnership with local representatives from the California Department of Rehabilitation (DOR) to coordinate the provision of services locally in accordance with our MOU. OWDB staff also work to ensure that contracted service providers have the proper training to specifically serve individuals with disabilities, as well as access to equipment and tools that enhance service accessibility for people with disabilities.

Finally, the OWDB will be expanding this support in the near future as it expands its partnerships with the strong network of service providers in the City Of Oakland and the region. These efforts will be of critical importance given the low employment rate of people with disabilities, a stubbornly persistent problem even in a strong labor market like the one we are in now.

iv. Provide a description of the roles and resource contributions of the AJCC partners.

The OWDB contracts out the operations of one (1) comprehensive AJCC in the City of Oakland and also has two (2) contracted SAPs. The OWDB's Phase I Memorandum of Understanding (MOU) with local partners delineates the roles and resource contribution of the AJCC partners in order to ensure that they are integrated, comprehensive, customer-focused, and performance-based. Refer back to section C.i. of this plan for more details.

The OWDB is currently in the process of working with all of the required local AJCC partners to develop the Phase II MOU that outlines resource sharing of common infrastructure and other costs.

v. MOUs and Cooperative Agreements

The OWDB's Phase I Memorandum of Understanding (MOU) is attached (see Attachment 3).

vi. WIOA Section 166 grantees – Strategies to Provide Indian and Native Americans Equal Access to AJCC Services

Approximately 3,150 people (0.8%) of Oakland residents are of Native American descent⁵. Recognizing the specific cultural and other needs of this population, the OWDB is mindful of its role to ensure that the local workforce development system is equipped to provide appropriate services and supports to this population. By working with The United Indian Nations, Inc. (UIN), which serves as the local WIOA Section 166 grantee, the OWDB will aim to prioritize services that can help meet local Native Americans' service needs in a culturally appropriate manner.

The OWDB and its AJCC partners will work with UIN to help ensure that the local Native American populations have priority access to services, including training, supportive services, and other related investments. A critical component of this will be the work of both the OWDB and UIN to strengthen information sharing and coordination of services and resources. Finally,

⁵ American Community Survey Five Year Data Profile, 2011-2015.

congruent with the objectives outlined in Section A of this local plan, the OWDB will enlist UIN to work further on partnerships and explore resource development opportunities that can help advance the economic security and resilience of Oakland’s Indian and Native American residents.

vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.

Because of its substantially urban environment and footprint, the Migrant Seasonal Farmworker population in the City of Oakland is very small, with an estimated 1,072 people working in Agriculture, Forestry, Fishing, Hunting, and Mining occupations⁶. As such, the presence of WIOA Section 167 grantees in the City of Oakland are very limited, though there is a strong network of local public and nonprofit organizations that have capacity to help support the needs of this population, including recent immigrants. Among this list includes both the local adult school system and a multiplicity of community-based organizations that provide Vocational English as a Second Language (VESL) instruction, short-term occupational skills training programs, and various supportive services such as food and housing assistance, transportation, and other essential needs.

viii. AJCCs Serving as an On-Ramp for Regional Sector Pathways

In addition to the comprehensive AJCC, as a part of its 2016 RFP, the OWDB developed a new service delivery model termed “Sector Access Points” (SAPs), which seek to coordinate sector-specific services for job-seekers, workers, and employers in one or more of OWDB’s priority industry sectors. Each SAP supports an employer-demand-driven system of career pathway training and job placements in one or more of the region’s growth industry sectors and connect job-seekers and workers to the training, education, and supports they need to get good jobs and realize upward mobility..

In this role, the SAPs serve several essential functions:

- Assure coordination among partners critical to sector strategy implementation, including OWDB’s Business Engagement and Services (BES) provider, education and training providers, industry champions, business associations, labor organizations, community-based service providers, and others;
- Provide specialized workforce services designed to help job-seekers access training, education, and career services aligned to priority industry sectors;
- Deliver and/or connect customers to career pathway education and training services, including Individual Training Accounts (ITAs), on-the-job training (OJT) opportunities, cohort-based training, apprenticeship, and customized training leading to recognized credentials in targeted sectors;
- Facilitate referrals of job-seekers and workers to the comprehensive AJCC general (non-sector specific) training, education, and career services;
- Coordinate with OWDB’s BES provider to connect job-seekers to available jobs in targeted industry sectors, find appropriate candidates to fill relevant BES job-orders, and otherwise address the needs of employers.

⁶ Ibid.

OWDB currently has contracts with two service providers, Merritt College (which is one of the four (4) community colleges that are part of the Peralta CCD) and The Unity Council. Each of these sites are located in distinct neighborhoods in the City of Oakland and provide job seekers and workers with onramps to opportunities in healthcare, transportation/distribution/logistics, advanced manufacturing (food production & distribution), and entrepreneurship.

E. Required Information Pertaining to Specific Programs, Populations, and Partners

i. Coordination with regional economic development activities, including promotion of entrepreneurial skills training and microenterprise services

The OWDB is working with other City Of Oakland partners to leverage its social service programs and partners to connect with the most disadvantaged community sectors with opportunities for entry-level employment, training, asset building and entrepreneurship. The City of Oakland Resiliency Playbook referenced in Section A.i. of this plan outlines how to further make economic development services more inclusive to help entrepreneurs of color gain equal footing in Oakland’s economy. Importantly, Oakland also offers opportunities for training in entrepreneurship and participation in small business incubators. In addition to organizations such as the Alameda County Small Business Development Center (SBDC), which provides training, technical assistance, and business advising services to entrepreneurs and small business owners, the City Of Oakland is fortunate to have a number of other private and nonprofit business service providers that support skill development and other services for entrepreneurs. This ecosystem includes support for capital access, which is inevitably the most challenging issue facing most entrepreneurs, as well as an abundance of incubator and co-working spaces that help bolster opportunities for City of Oakland residents to start and grow their own businesses.

ii. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The OWDB strives to develop a system of seamless coordination among providers and partners in the workforce system that can connect residents, particularly those with barriers to employment, to career pathways leading to family-sustaining jobs in growing industries. In March 2015, the OWDB predecessor organization approved a set of policy principles reflective of the priorities in WIOA to guide the selection of contractors and the allocation of funding through a competitive Request for Proposals (RFP) process. These included:

- A results-oriented system that delivers high-quality training, placements, retention, and other outcomes;
- Services and performance metrics tailored to the needs of Oakland’s population;
- Strong strategic partnerships and leveraging of other public and private funds;
- Increased and improved employer engagement, particularly through sector strategies;
- Increased opportunities for employer-driven training.

The City Of Oakland contracts with three (3) local service providers to provide the following WIOA-funded services for adult job seekers and workers:

- Career Services: Career Services include assessment, job search and placement assistance, availability of labor market information around high-demand occupations and industry sectors, information about education and training services, access to supportive services,

and help with other essential needs. Career services also includes the provision of information about programs and supports that can assist job seekers with skill development and acquisition efforts, whether through classroom training, work experience, or other opportunities. Fundamentally, these services emphasize career planning and guidance and are provided in a manner that most appropriately meets the individual needs and interests of job seeker customers.

- *Training Services:* Training Services include vocational skills training, on-the-job training, integrated vocational and academic training, skills upgrading/retraining, entrepreneurial training, pre-apprenticeship and apprenticeship training, business-customized training, job readiness training in combination with vocational training, and adult education and English language training in combination with other training services. Training services are designed as one or more courses or classes, or a structured regimen, that upon successful completion lead to: (1) a certificate, associate degree or baccalaureate degree; or (2) the skills or competencies needed for a specific job or jobs, an occupation or occupational group, or generally for many types of jobs or occupations, as recognized by employers and determined prior to training. The OWDB works to ensure that WIOA Title I investments in training services are linked to a career pathway in high-growth sectors that have entry-level and mid-level occupations that are in demand in the Oakland metropolitan area or in another area to which an adult or dislocated worker receiving training services is willing to relocate.
- *Follow Up Services:* The OWDB, its contracted service providers, and Oakland businesses are keenly aware that maintaining a job is often much harder than finding one. To this end, the OWDB believes that follow-up services are a critical component to ensuring the success of individuals who receive career development, employment, and training services through the WIOA funds that are under its purview. Follow up services can be of particular help to many of the priority populations that the OWDB serves, as unexpected challenges with childcare, transportation, and other issues can result in the loss of employment. To this end, OWDB works with its contracted service providers to help ensure that there are people and resources who can help support participants with resources that will facilitate employment retention.

iii. Coordination of Rapid Response Activities Carried Out in the Local Area

The OWDB works in conjunction with the City of Oakland’s Economic and Workforce Development Department (EWDD) staff to provide an array of services for Oakland businesses. Part of this includes Rapid Response Services, which are delivered to businesses and employees of companies that are experiencing downsizing through layoffs or closure, some of which may have also issued a Worker Adjustment & Retraining Notification (WARN) letter. Rapid Response services include, but are not limited to, on-site contact with employers, representatives of the affected workers (including labor unions), and the local community, providing information on and facilitating access to: appropriate short- and long-term resources for finding new jobs and/or upgrading skills;

assistance with applications for Unemployment Insurance; and job search workshops and other needed group intervention activities.

The help the OWDB with this work, following the completion of a Request for Proposals (RFP) process for Business Engagement Services (BES) in May 2016, the OWDB selected KRA Corporation to serve as the local BES provider. In this role, KRA is charged with coordinating layoff aversion and rapid response services on behalf of the OWDB and convenes partners to provide those services. Additionally, if requested, the Comprehensive One-Stop Career Center may be asked to help provide Rapid Response Services to employees these businesses. Services that may be requested by BES and provided by the COSCC include:

- Review affected workers' assistance needs.
- Coordinate and conduct Rapid Response workshop presentations to assist with career transition, job search tools and skills, résumé preparation, and interviewing techniques.
- Assess re-employment prospects for workers in the local community, working in collaboration with the WIB's Business Engagement & Services contractor.
- Provide information on resources to meet the short and long-term needs of affected workers.
- Establish a process of referring affected employees to the COSCC and other OWDB resources.

OWDB's BES contractor is responsible for delivering comprehensive engagement and layoff aversion strategies and activities for businesses in transition in order to prevent or minimize unemployment. The list below offers a further delineation of these functions as follows:

- Ongoing engagement, partnership, and relationship-building activities with businesses, in order to create an environment for successful layoff aversion efforts;
- Providing assistance to employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs;
- Immediately contacting an affected employer, workers or their representatives, and the local community, to assess the layoff situation and develop a strategy to address it;
- Convening service partners, such as the Comprehensive One-Stop Career Center and appropriate Sector Access Points, to deliver services to affected businesses and workers;
- Connecting businesses to resources such as loans, business assistance programs, market analyses, and economic development activities to address needs and prevent layoffs;
- Connecting businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff;
- Developing systems and processes for identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion;
- Analyzing, and acting upon, data and information on dislocations and other economic activity in the state, region, and local area;
- Developing and maintaining partnerships with other Federal, State and local agencies and officials, business associations, technical councils, industry councils, labor organizations, and other public and private organizations, as applicable.

- Tracking outcome and performance data and information related to the activities of the Rapid Response program.

Finally, it should be noted that the OWDB and its contracted BES provider also participate in a quarterly convening of Rapid Response Coordinators across the greater Bay Area. This network, known as the Bay Area Rapid Response Roundtable, has been in existence at least since the Workforce Investment Act (WIA) era and is ostensibly due for an overhaul so that it is more reflective of today’s business climate and better aligned with WIOA priorities. Meanwhile, because of the scale of participation in this effort, the OWDB continues to participate in this effort to ensure that important information from the City of Oakland gets shared more broadly with our Bay Area counterparts.

iv. Description and Assessment of Youth Workforce Development Activities

The OWDB’s contracted Youth Services providers are charged with delivering a system of coordinated workforce services for enrolled Oakland youth, in partnership with OWDB staff and other OWDB-contracted providers of Adult and Dislocated Worker Services and Business Engagement & Services. Qualities of this system include:

- Shared goals related to youth educational success, credential attainment, and employment, particularly on high-demand career pathways;
- “No wrong door” access to services delivered by a network of service and training providers;
- Coordinated referrals across available services and providers;
- Programs and services aligned as “stepping stones” along training and career pathways;
- Intentional leveraging of funding and other resources;
- Cross-system local and regional partnerships that strengthen connections and services that meet the needs of the most vulnerable young people in the City of Oakland

OWDB is committed to participating in and advancing regional sector partnerships and strategies. *Sector partnerships* are regional, employer-driven partnerships of industry, education and training, and other stakeholders that focus on the workforce needs of key industries in a regional labor market. Youth Services providers -- along with OWDB and other partners -- will contribute to developing career pathways within priority sectors and connecting students, job-seekers, and businesses to related services and opportunities. Youth Services providers that utilize WIOA training funds must dedicate at least 50% of these funds for training in the priority industry sectors.

Youth Services contractors coordinate with OWDB staff, the Business Engagement & Services provider, and regional partners to serve businesses in OWDB priority sectors, and to provide opportunities for job-seekers to enter and advance in careers in these sectors.

	OUSD Alternative High School Model	GED/HiSET Education Model	Post-Secondary Education/Training Model	Youth Employment Model
Target Population	Youth ages 16-21 in Oakland Unified School District (OUSD) alternative high schools and at	Youth ages 16-24 who are not attending any school and who do not have a high school diploma or	Youth ages 16-24 who already have a high school diploma or equivalent, are not attending any school, and require assistance to	Youth ages 16-24 who are not attending any school and who require assistance to

	OUSD Alternative High School Model	GED/HiSET Education Model	Post-Secondary Education/Training Model	Youth Employment Model
	high risk of dropout, identified through OUSD partnership, with focus on youth with disabilities	equivalency	enroll in post-secondary education/training	secure employment
Objective	To provide additional academic, pre-employment, and supportive services that leads youth to a high school diploma and starts them on a career pathway.	To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to help youth attain a high school diploma or equivalency and start them on a career path.	To provide services to help youth apply for, enroll in, and progress through post-secondary education or training that leads to a portable credential and starts them on a career pathway. Services and training may be <i>sector-specific</i> , leading youth to develop an understanding of and academic and technical skills needed to secure employment within a particular high-demand industry.	To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to prepare and place youth in employment and start them on a career pathway.

Service providers are required to develop and implement collaborative and innovative approaches to aligning with sector initiatives, leveraging resources and strengthening career pathways in OWDB priority sectors, such as:

- Partnering with Oakland Unified School District (OUSD) career academy programs and Peralta Community College District (PCCCD) career technical education (CTE) programs to enroll eligible youth in training and support their academic and career success;
- Designing and delivering training that builds in-demand skills and competencies and helps young people enter and progress along career pathways;
- Co-hosting sector-focused events and using sector data to inform and improve programming; and
- Otherwise coordinating services with regional sector strategies and career pathways.

WIOA youth service providers are held to meet federal performance measures as follows:

- Percentage of program participants who are in post-secondary education or advanced training/occupational skills training or who are in unsubsidized employment during the second quarter after exit.
- Percentage of program participants who are in post-secondary education or advanced training/occupational skills training or who are in unsubsidized employment during the fourth quarter after exit.
- Median earnings of participants in unsubsidized employment during the second quarter after exit.

- Percentage of participants who obtain a recognized post-secondary credential, secondary school diploma, or equivalent during participation or within one year after program exit.
- Percentage of participants who during a program year are in education that leads to a recognized post-secondary credential or employment and who are achieving measurable gains towards those goals.

v. Coordination of Secondary and Post-Secondary Education Programs & Activities

As mentioned in Sections B.i. of this plan, the OWDB works with a number of other departments and programs in the City of Oakland and is also providing leadership and support around a number of other new and ongoing collective impact efforts that strive to improve the lives of young Oakland residents. In so doing, the OWDB is able to ensure the coordination of strategies that enhance services and reduce duplication of effort across the local workforce development system. In addition to those already mentioned, the OWDB would also like to point out its connections with the following programs and activities:

- *Post-Secondary Education Partnerships:* The OWDB actively participated in with the Bay Area Community College Consortium (BACCC – www.baccc.net) in the development of local and regional Strong Workforce Task Force (SWTF) plans, which in turn helped to complement the development of the East Bay Regional Planning Unit (RPU) WIOA Regional Plan. The BACCC convened and facilitated two Bay Area-wide meetings (the first of which was in the City of Oakland on October 21, 2016 and the second of which took place in Newark, California on December 2, 2016.) These efforts helped to solidify ways in which the OWDB can best link, align, and leverage both WIOA funds (and other resources under its purview or within its sphere) to partner with its local Adult Education consortium, the Northern Alameda County Adult Education (NACAE) consortium as well as the Peralta Community College District (PCCD).
- *Partnership with Secondary Education:* In addition to citywide partnerships described in Sections B.i. and C.ii. of this plan, the OWDB is working actively with the Oakland Unified School District (OUSD) on a number of other efforts to ensure services for Oakland youth are better coordinated. Among a few of the highlights of this work include increased alignment around summer employment opportunities for very low income youth, efforts to improve dropout prevention and dropout recovery, and other activities and services that can help improve outcomes for young people in Oakland.

vi. Coordination of WIOA Title I Activities with Provision of Supportive Services

The OWDB and its contracted service providers are well-aware that many – if not most – individuals receiving career development and employment services funded under WIOA Title I need assistance with meeting essential needs, particularly given the increasing cost of living. To this end, the OWDB recently updated its local policy around the provision of supportive services and developed detailed guidelines for its service providers to follow when determining the provision of supportive services for individual job seeker customers. Supportive services that are most closely connected to enable employment (e.g. provision of uniforms, tools, transportation, etc.) are given particular emphasis. Because these resources are extremely finite, the OWDB works with other public and nonprofit partners to provide and/or facilitate access to services and organizations that are equipped and have capacity to provide support, whether they include food resources, housing resources, legal assistance, or other services.

vii. Plans, Assurances & Strategies for Maximizing Coordination of Service Delivery

In accordance with its efforts to lead the process to develop a Memorandum of Understanding (MOU) with all of its core partners, the OWDB is committed to ensuring that services in the local area are tightly coordinated and leveraged with Wagner-Peyser funded activities. To this end, the OWDB is committed to implementing a continuous communication and coordination process with leadership from the local California Employment Development Department (EDD) cluster and explore ways to more tightly connect a variety of services from job preparation and job search to supportive services referrals to information about unemployment insurance to the provision of labor market information. Some of these efforts will require further collaboration and dialogue, as EDD currently operates a standalone AJCC site near the Oakland Airport that currently does not include many co-located partner staff. Looking ahead, the OWDB is anticipating in engaging in further discussions with EDD about how to best ensure that public workforce development investments in Oakland can have maximum impact on job seekers and businesses alike.

viii. Coordination of WIOA Title I Activities with Adult Education and Literacy Activities

The OWDB is actively working with the Northern Alameda County Adult Education (NACAE) consortium to coordinate WIOA Title I activities with AEFLA funded services. Coordinating this work will help to increase skill-building among the many shared priority populations served through our respective systems, helping to improve outcomes for Oakland residents and businesses alike. This work primarily is happening in three domains:

- Partnership with NACAE programs: The OWDB and its contracted service providers work to ensure that WIOA Title I participants have access to adult basic education (ABE) and GED programs as well as CTE “bridge” programs that can help people more rapidly build skills needed to advance along a career pathway and gain access to better job and career opportunities.
- Planning Activities: Additionally, the OWDB has been working with regional partners on the coordination of other (state-funded) efforts under the Strong Workforce Task Force (SWTF) and other K-14 partnerships, such as those being initially led by the North & East Bay SB 1070 consortium.
- WIOA Planning & WIOA Title II Applications: The OWDB has been coordinating the development of its local plan with NACAE, and it will also be an active partner in helping to support and review the local Title II grant application process in order to ensure consistence with the OWDB local plan and to further explore ways to maximize the impact of WIOA and other career development and educational investments for some of Oakland’s most vulnerable residents.

ix. Services that Will Be Provided to Limited English Proficient Individuals

Oakland is both fortunate and proud to be one of the most diverse cities in the United States. As of 2015, the City Of Oakland was home to nearly 420,000 residents, of whom more than a quarter (26.7%) were foreign born. Approximately 25% of the population was identified as being Hispanic

or Latino. More than a quarter (27.1%) of the population speaks a language other than English: 15.9% speak Spanish, 5.9% speak an Asian-based language and more than 5.1% speak other languages.⁷

In recognition of this, the City of Oakland itself is one of the best-equipped leaders around efforts to meet the linguistic needs of its Limited English Proficient (LEP) population. In May 2001, Oakland became the first city in the nation to pass an Equal Access to Services Ordinance to remove language barriers that limited-English speakers encounter when using City services and established an Equal Access Office after the Ordinance was enacted. The Equal Access Office ensures that City departments comply with the Equal Access to Services Ordinance by:

- Offering bilingual services and language interpretation when a substantial portion of Oakland citizens using a City service are non-English speaking or limited-English speaking
- Taking an active role in staff development, screening and on-going monitoring of City departments
- Consulting with Department of Human Resources Management to recruit employees that sufficiently represent the number of limited-English speaking constituents
- Overseeing professional and citizen training programs to increase the participation and achievement of underrepresented groups.

Against this backdrop, the OWDB is both sensitive and mindful to help support the efforts of its contracted service providers to be equipped to meet the diverse linguistic and other needs that the local population requires. OWDB contracted service providers are not only well-versed in providing culturally competent services and supports to Oakland's diverse population, but they frequently stand at the vanguard of how to be both effective and sensitive in meeting these needs. There is also a strong understanding of the potential power in turning perceived "barriers" around language proficiency into an asset, as there is considerable need for translation and cross-cultural communication services. As such, the OWDB's contracted providers for its local AJCC site(s) and for its youth services are conscious about proactively providing and disseminating materials and resources – and most importantly, employing people – who are able to help limited English speaking populations with career development and employment training services. At a more fundamental level, the OWDB staff also monitors its contracted service providers in order to ensure compliance with core requirements relative to WIOA services for limited English speaking populations.

In order to better help the LEP community, the OWDB is hopeful to leverage efforts that endeavor to be more precise in "counting" the different LEP communities (e.g., recent immigrants, permanent residents, refugees, asylees, etc.) in the City of Oakland. Each LEP community has unique cultural characteristics that call for differentiated strategies to help move them towards gainful employment. Having more refined breakouts of these different populations can lead to support for more tailored solutions for their respective employment challenges. To this end, greater effort will be made to work with community-based organizations and other partners that serve underserved and hard to reach populations to disseminate information and facilitate access to resources and services that can add value to employment-related needs.

One of the best examples of training services for populations who are not considered proficient in English are the extensive English as a Second Language (ESL) "bridge" programs offered by the

⁷ United States Census Bureau, <http://www.census.gov/quickfacts/table/PST045215/0653000>, last accessed 1/25/2017

North Alameda County Adult Education Consortium (NACAE). These programs offer limited English speaking populations with “onramps” to career pathways that enable them to begin to find better jobs and careers. Virtually all of the NACAE bridge programs are aligned with the OWDB’s priority industry sectors. Naturally, NACAE also offers other ESL and Adult Basic Education (ABE) programs and services for limited-English speaking populations, and both it and the OWDB work with other community-based partners to provide other career development and employment services for LEP individuals.

F. Relevant Information Pertaining To Grants and Grant Administration

i. Entity Responsible for the Disbursal of Grant Funds

The City of Oakland has multiple departments that play a role in the administration and disbursal of WIOA grant funds:

- 1) The City of Oakland Economic and Workforce Development Department (EWDD) houses OWDB program staff who make sure that service providers are following WIOA rules and regulations in accordance with federal, state, and local guidelines. OWDB staff review service provider invoices and then submit them to the EWD Administrative Services Manager, who then reviews and approves them to be forwarded to the City Of Oakland Finance Department.
- 2) The City Of Oakland City Administrator has ultimate oversight of funding under the purview of the City Of Oakland. These functions are further subdivided as follows:
 - a. The City Of Oakland Budget Office is directly under the City Administrator and is responsible for developing and managing the City Of Oakland’s budget.
 - b. The City Of Oakland Finance Office is under the purview of an Assistant City Administrator and is responsible for administering WIOA funds and issuing approved payments to OWDB contracted service providers, as well as serving as the lead office for the city’s annual audits and other financial management functions.

ii. Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

In early 2016, OWDB, under the purview of its host, the City of Oakland Economic and Workforce Development Department (EWDD) issued a Request for Proposals (RFP) for eligible entities to provide WIOA Title I services in three areas:

- Adult and Dislocated Worker Services
- Youth Services
- Business Engagement and Services

The approach to service delivery described in OWDB’s 2016-2019 RFPs emerged out of a highly participatory process that was responding to local need, regional opportunity, and the enactment of the WIOA. Using both this process and the 2013-2017 OWDB strategic plan, the OWDB and its Committees met to define policy principles and conceptual frameworks for the service models described in these RFPs. Concurrently, OWDB’s participation in regional initiatives informed the alignment of strategies with the regional labor market, other workforce development boards, and opportunities to leverage additional resources. After a highly competitive, very public, and carefully managed RFP process that was developed to ensure the avoidance of any conflicts of interest,

contracts were awarded to a number of service providers beginning July 1, 2016 for the purpose of providing services under the above framework. Future procurements for services are likely to be further informed by this process, which was undertaken at a very pivotal point in the ongoing development of the local workforce system.

G. Relevant Information Pertaining to Performance Goals

i. Levels of Performance Negotiated with the Governor and Chief Elected Official

WIOA performance measures are designed to measure the effectiveness and continuous improvement of the OWDB providers tasked with implementing services in the local workforce service delivery system. In September 2016, on behalf of the Mayor of Oakland as the Chief Elected Official for the City Of Oakland Local Workforce Development Area (LWDA), the OWDB negotiated its local performance with the CWDB pursuant to WIOA Section 116(c). For Program Year (PY) 2016-2017, WIOA performance for the City Of Oakland LWDA was set as follows:

WIOA Adult & Dislocated Worker (DW) Program Performance Program Year 2016-2017	Adult Performance Target	DW Performance Target
Employment Rate 2nd Quarter After Exit <i>(formerly Entered Employment)</i>	70.0%	72.0%
Employment Rate 4th Quarter After Exit <i>(formerly Retention Rate)</i>	66.0%	70.0%
Median Earnings 2nd Quarter After Exit <i>(formerly 6 mo. Average Earnings)</i>	\$5,200	\$7,500
Credential Attainment within 4 Quarters After Exit <i>(New)</i>	54.0%	70.0%

WIOA Youth Program Performance Program Year 2016-2017	Negotiated Performance
Placement into Emp/Ed 2nd Quarter After Exit <i>(previously measured in 1st Quarter)</i>	64.0%
Placement into Employment/Ed 4th Quarter After Exit <i>(New)</i>	66.0%
Median Earnings 2nd Quarter After Exit <i>(New)</i>	Baseline will be set this fiscal year
Credential Attainment within 4 Quarters After Exit <i>(formerly attainment of degree or cert)</i>	56.0%

OWDB contractors are required to collect and report data through CalJOBS pertaining to these measures. OWDB staff monitor, audit, and evaluate program activities throughout the funding period. Contracted OWDB service providers are required to provide OWDB staff with access to all files and records relating directly to WIOA funds, including database records, fiscal documents and other related records. The OWDB may set additional performance benchmarks and/or implement additional measures in response to regulations or local need, including anticipated measures about employer services relating to market penetration, customer satisfaction/repeat business, and employee retention. The OWDB is also interested in closely monitoring the demographics of the participants being served by contracted service providers to ensure that priority populations described elsewhere in this plan are being served.

H. Relevant information pertaining to Federal High Performance Board (HPB) Efforts

i. Local Board Compliance with State-Issued AJCC Policies

The OWDB is complying with state-issued AJCC policies relative to Priority of Service (see Section L.ii.), as well as supporting the development and implementation of local Memoranda of Understanding (MOUs) with each of its core partners. The OWDB's Phase I MOU is attached to this document and was done in an open, collaborative, and helpful process that is expected to strengthen to work of our core partners. The OWDB has also initiated the "Phase II" MOUs relative to shared infrastructure costs, including occupancy, equipment, and other costs associated with the operations of the local comprehensive One-Stop Career Center (COSCC), a process we expect to complete by September 1, 2017.

I. Relevant information on training activities

i. Use of Individual Training Accounts (ITAs) and Informed Customer Choice

WIOA places an emphasis on helping job seekers and workers acquire relevant, in-demand skills to meet the needs of employers in the 21st century. In this vein, the OWDB's contracted service providers are required to ensure that WIOA-enrolled individuals have the best information to make about relevant and appropriate training offerings through the Eligible Training Provider List (ETPL) in accordance with their Individual Career Plans.

The OWDB strives to maximize its investment in ITAs and other training programs to help support the development of skills in priority occupational areas that are responsive to the specific needs and choices of our job seeker customers. To this end, ITAs are used when all other training options and funding sources, including ETP funds, have been exhausted and no other training program can be found or provided in a timely manner. Customers must meet the financial need requirement of being unable to obtain grant assistance from other sources to pay partial or full costs of such training. Additionally, it is the policy of the OWDB that ITAs provide for skills training that can directly link to high-demand occupations that pay wages of \$15.00 per hour in the City of Oakland area.

J. Public transparency, accessibility and inclusivity information

i. Provision of 30-day Public Comment Period Prior to Submission of the Plan

The first step toward eliciting public input on the local plan process took place at the regularly scheduled meeting of the OWDB membership on November 3, 2016, where the OWDB Executive Director and others presented information about the frameworks for the state, regional, and local plans. More than forty (40) members of the public attended this meeting, including a number of key stakeholders who were involved in the development of the local plan. Following this, an organization was selected to help with the facilitation and development of the strategic plan framework, which included both the design and facilitation of a six-hour retreat of the OWDB membership, a meeting that was noticed and made open to the public in accordance with the Brown Act and other local public meeting requirements.

The OWDB membership held a full-day retreat in January 2017 where both board members and all members of the public helped to provide input into the OWDB's vision and mission statements, as well as the proposed goals and strategies outlined in Sections A and B of this plan. Following the OWDB retreat, the OWDB held two community stakeholder forums at Oakland City Hall on Friday, January 20, 2017, one targeted to Oakland businesses and a second for public, private, and nonprofit service providers in the City of Oakland. The sessions were specifically set up to offer

additional input around the key priorities and elements of the local plan. More than forty (40) people attended these sessions, both of which were held at Oakland City Hall, and translation services for Spanish and Mandarin speakers were made available for the latter stakeholder engagement session for public, private, and nonprofit service providers. Input garnered from these sessions was documented and synthesized by the organization selected to help facilitate the local plan development effort. The feedback from these sessions was paramount to informing the plan development process and was appropriately incorporated into many different sections of the local plan as it evolved into the final draft. This process was accompanied by extensive information-gathering efforts about the myriad citywide and regional partnerships and initiatives having relevance to the local plan, evidence of which appears throughout this document.

Subsequent to the aforementioned steps, the draft OWDB Local Plan was released for public comment following a meeting of the full OWDB membership on February 2, 2017, and the 30-day public comment period ran from February 3, 2017 through March 6, 2017. The plan was posted online on the OWDB website and at various physical locations in the city, and the OWDB utilized multiple methods for capturing and eliciting feedback, including utilizing a dedicated email address, deploying and pushing out a survey/questionnaire framework (using the CWDB design) that enabled capturing of plan input, and other processes, such as service provider and stakeholder meetings and other events. Through this process, the OWDB received a total of five (5) written submittals of public comment, most of which included very helpful and constructive comments about ways in which to improve some of its elements. (Indeed, a comparison of the initial draft with the final version of the local plan reveals the degree to which the plan was further refined and improved through the 30-day public comment period process.) The comments and responses from stakeholders about the local plan were included in the OWDB board packet and were shared and discussed at a meeting of the OWDB membership on March 14, 2017, where the plan was approved for submittal. Following this meeting, the final local plan document was transmitted to the CWDB by the required deadline of March 15, 2017.

K. Relevant information pertaining to common intake and case management efforts

- i. Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.**

In accordance with state policy and guidelines, the OWDB utilizes CalJOBS to track services for job seekers accessing workforce development services in the local area. The OWDB continually works to find ways to improve the coordination of services for mutual customers who are accessing adult education and family literacy services, Wagner-Peyser Act services, and Vocational Rehabilitation services. Additionally, where appropriate the OWDB encourages opportunities to co-enroll eligible youth into programs and services in the local WIOA-funded adult system, particularly for participants who are pursuing sector-specific training and other related career development services.

Most of the service alignment efforts revolve around the use of assessment and other employment readiness tools and services, as well as efforts to coordinate skill development activities. Additionally, it should be noted that in situations where local workers have been impacted by a dislocation event tied to the Trade Adjustment Act (TAA), the OWDB works with both its Business Engagement Services (BES) provider and contracted WIOA Adult and Dislocated Worker service provider around the provision and coordination of Rapid Response services.

L. Other Miscellaneous Information Requirements

- i. Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.**

In accordance with state guidance, the OWDB has met and engaged in ongoing discussions with the Oakland Unified School District (OUSD)/Northern Alameda County Adult Education (NACAE) consortium regarding both the coordination of services and the development of their application for funding for WIOA Title II. The OWDB will be reviewing the application using the criteria delineated by the state to ensure that the local Title II application aligns with relevant areas of the OWDB local plan, including the development of career pathways programs and the provision of services by local AJCC partners.

- ii. Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).**

The OWDB has updated its priority of service policy to ensure its compliance with provisions under WIOA and in accordance with state guidance. Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs. After ensuring priority for veterans and their eligible spouses, the following groups prioritized for service (in order) include public assistance recipients, other low-income individuals, individuals who are basic skills deficient, re-entry/formerly incarcerated individuals, or Oakland residents residing in high unemployment areas would receive first priority for services provided with WIOA adult formula funds. In addition to ensuring that these groups receive priority support under WIOA Title I, the OWDB and its contracted service providers may work with partners to provide additional resources and support as appropriate to the specific population(s) and needs in question. Finally, the OWDB will continue to monitor the work of its contracted service providers to ensure that there is adherence to priority of service requirements in the aforementioned policy.

- iii. Portions of the Local Plan that are Handled in the Regional Plan**

A number of items are addressed in the East Bay RPU plan, including regional demographics, a profile of the regional economy and labor market, regional priority industry sectors and career pathway strategies, industry valued postsecondary credentials, and (additional) information on inclusivity and accessibility. The plan also further delineates regional partners who are party to the plan, job quality considerations, regional assessment, and other requirements.

Additional Items Required for Local Plan

M. Local Board Assurances

See Attachment 1

N. List of Comprehensive One-Stops and AJCC Partners in the Local Area

See Attachment 2

O. AJCC Memorandums of Understanding

See Attachment 3

P. Local Area Grant Recipient Listing

See Attachment 4

Q. Local Board Bylaws

See Attachment 5

R. Program Administration Designee and Plan Signatures

See Attachment 6

SIGNATURE PAGE

Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

**Local Workforce Development Board
Chair**



Signature

Herb Garrett

Name

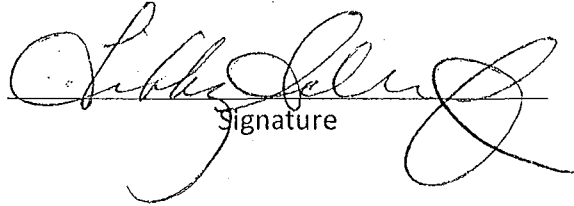
Director of Human Resources

Title

7-24-17

Date

Local Chief Elected Official



Signature

Libby Schaaf

Name

Mayor

Title

7-24-17

Date

List of Comprehensive One-Stops and AJCC Partners in the Local Area

As of March 2017, the Oakland Workforce Development Board (OWDB) has contracted out services to operate one (1) Comprehensive One-Stop Career Center/American Job Center of California (AJCCC) in the City of Oakland. The Oakland Private Industry Council (OPIC) is the current contracted service provider for this function, which provides employment, training, and Rapid Response job seeker services under the Workforce Innovation and Opportunity Act to adult & dislocated residents of Oakland. This center serves residents citywide as mandated by all AJCC's under WIOA. Contact information for that AJCC is as follows:

1212 Broadway, First Floor
Oakland CA 94612
510.768.4400

Hours of Operation: Monday through Friday, 8:30 a.m. - 5:00 p.m.

Despite being designated at the comprehensive One-Stop for the City of Oakland, the AJCC location listed above currently does not offer any Wagner-Peyser services to job seekers and therefore does not meet the requirements of being a comprehensive One-Stop Career Center. The California Employment Development Department (EDD) currently operates a separate AJCC at the following location in the City Of Oakland:

7677 Oakport Street, Suite 350
Oakland CA 94621
510.564.0500

Hours of Operation: Monday through Friday, 8:00 a.m. - 5:00 p.m.

OAKLAND WORKFORCE INVESTMENT SYSTEM

WIOA MEMORANDUM OF UNDERSTANDING (City of Oakland and One Stop/AJCC Partners)

This WIOA Memorandum of Understanding (the "MOU") is entered into effective July 1, 2016, by and between the City of Oakland, a municipal corporation (the "City"), on behalf of itself and the Oakland Workforce Development Board (the "Oakland WDB"), and the One Stop/AJCC partners listed below, pursuant to City Council Resolution No. _____ C.M.S.

RECITALS

- A. The City receives funding as grant recipient under the federal Workforce Innovation and Opportunity Act of 2014 ("WIOA"), codified at 29 USC §2801, et seq., to deliver workforce investment activities for the Oakland Local Workforce Investment Area. The Oakland WDB is the local workforce development board and the Mayor of the City of Oakland is the chief elected official of the Oakland Local Workforce Investment Area as defined by WIOA. The Mayor has designated the City Administrator to act on her behalf on all WIOA administrative matters.
- B. WIOA requires that a memorandum of understanding be developed and executed between the local workforce development board and the America's Job Center of California ("AJCC") partners to establish an agreement concerning the operations of the AJCC delivery system. This MOU is a condition to accepting WIOA funds. The purpose of this MOU is to establish a cooperative working relationship between the Oakland WDB and its partners in the local AJCC system, and to define respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.
- C. California's one stop delivery system, the AJCC is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, which includes the following:
- Foster demand-driven skills attainment
 - Enable upward mobility for all Californians
 - Align, coordinate, and integrate programs and services
- D. The Oakland WDB believes that the most effective way to help job seekers and businesses is by improving the workforce system in the City of Oakland broadly. This means building and strengthening partnerships among local agencies that are committed to lifting people out of unemployment and enhancing business productivity. Working together to create a broader, more integrated system of workforce services designed to leverage public and private resources, enhance access, and improve long-term outcomes for individuals using these services. This will reduce duplication of effort and increase efficiency. Ultimately, this will enhance the competitiveness of the local workforce, improve the local and regional economy and make each partner agency stronger. It is anticipated that the partners to this MOU will strengthen their collaboration

with the City of Oakland WDB and other One Stop/AJCC partners, and to serve customers more seamlessly and strategically.

- E. Strengthening the workforce system will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking the following:
- Looking to find a job.
 - Building basic educational or occupational skills.
 - Earning a postsecondary certificate or degree.
 - Obtaining guidance on how to make career choices.
 - Seeking to identify and hire skilled workers.
- F. This MOU is intended to be a functional tool as well as visionary plan for how AJCC partners will work together to create a unified service delivery system that best meets the needs of our shared customers.

NOW, THEREFORE, the City and the other parties to this MOU agree as follows:

Vision

Through an integrated system of all employment and training funding streams for which the City of Oakland has fiscal responsibility, the Oakland WDB will develop and oversee strategies to create full employment for all Oakland businesses and residents seeking work and advancement.

Mission

The mission of the Oakland WDB is to oversee the articulation and implementation of comprehensive workforce development strategies, policies and performance outcomes of the City of Oakland's integrated service delivery system. The Oakland WDB oversees the establishment and implementation of services designed to enable the unemployed to obtain jobs and the underemployed to advance into career positions. In doing so, the Oakland WDB works closely with local and regional economic development organizations and with the local employer community to ensure that the services of the workforce development system are meeting the needs of Oakland's businesses.

Goals

In its 2013-2017 Strategic Plan, the Oakland Workforce Investment Board (WIB) identified policy goals in areas that support its vision and mission. These include:

- Goal A: Coordination and partnership with community and economic development
- Goal B: Train Oakland residents for jobs
- Goal C: Meet and exceed performance goals
- Goal D: Align employment training programs with Oakland's growth industry sectors
- Goal E: New funds development to support current and new programs

To reach these goals, the Oakland WIB established the following priorities:

1. Enable clients to obtain full employment and self-sufficiency by incorporating the use of the Self-Sufficiency Calculator.
2. Serve those most in need including unemployed and under-employed including assistance to close the skills gap with industry-recognized credentials, and the requisite work readiness and "soft" skills to efficiently transition to work and productivity.
3. Meet the workforce needs of local employers through industry-driven sector strategies. Information and analysis of economic trends in critical industries and creating opportunities to meet the employment needs of those and other businesses are key to better employment outcomes. The ultimate goal of working with employers is to provide industry with a skilled workforce. Sector-based approaches are crucial to economic prosperity over the long-term.
4. Create a system that is driven by a results orientation.
5. Create a framework for the Oakland WDB that encompasses all public and private workforce development funding and resources available to serve Oakland residents and employers.
6. Serve Oakland's residents, with particular emphasis on the diverse and emerging populations in geographic areas of the City of Oakland that are historically underserved, including West Oakland, East Oakland and Fruitvale.

It is important to note that these goals were developed in 2013 when the current strategic plan was prepared, and will continue to evolve as the Oakland WDB begins work on a new strategic plan in 2017.

The publically funded workforce system envisioned by WIOA is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the regional economies. It is designed to increase access to, and opportunities for the employment, education, training and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers and provide a comprehensive, accessible and high-quality workforce development system. This is accomplished by providing all customers access to high-quality one-stop centers that connect them with the full range of service available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a post-secondary certificate or degree or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

Each party to this MOU commits to adhere to the provisions of WIOA and to the greatest extent possible the following guiding vision and principles for California's One-Stop delivery system that services will be:

- (1) Integrated and affording universal access to the system overall (offering as many employment, training, and education services as possible for employers and for individuals seeking jobs or wishing to enhance their skills);
- (2) Comprehensive (offering a large array of useful information with wide and easy access

- to needed services);
- (3) Customer-focused (providing the means for customers to judge the quality of the services and make informed choices);
- (4) Performance-based (based on a set of shared outcomes to be achieved and methods for measurement).

Parties to the MOU

All parties to this MOU are required partners in the One-Stop Delivery System and the AJCC under WIOA and include the following:

- City of Oakland (includes Department of Economic and Workforce Development and Department of Health and Human Services)
- Oakland Unified School District
- California Employment Development Department
- California Department of Rehabilitation
- United Indian Nations
- Job Corps
- Oakland/Alameda County Community Action Program
- Oakland Housing Authority
- Alameda County Social Services

The local/regional representatives of the parties for the indicated programs are as follows:

One-Stop Required Partner	Local Partner Contacts
Title 1 Adult	City of Oakland Workforce Development
Title 1 Dislocated Worker	Mark Sawicki
Title 1 Youth	MSawicki@oaklandnet.com
	510-238-2992
Adult Education/Literacy	Oakland Unified School District, Adult Education/Literacy
	Bernard McCune
	Bernard.Mccune@ousd.org
	510-879-1352
Career/Technical Education	Peralta Community College District
	Jowel C. Laguerre
	jlaguerre@peralta.edu
	510-466-7207
Wagner-Peyser	Employment Development Department
	Rick Deraiche
Veterans	Rick.Deraiche@edd.ca.gov
	831-464-4370
Trade Adjustment Assistance Act	Employment Development Department
	Roberts Leeds
Unemployment Insurance	Robert.leeds@edd.ca.gov
	415-351-7205

Vocational Rehabilitation	California Department of Rehabilitation Carol Asch Carol.Asch@dor.ca.gov 925-602-0835
Senior Community Service Employment Program (SCSEP)	City of Oakland Sarah Bedford sbedford@oaklandnet.com 510-238-6794
Native American (Section 166)	United Indian Nations Sally Gallegos sally@uininc.org 510-352-4510
Job Corps	Job Corps Naya Gordon 415-937-2585 Gordon.naya@jobcorps.org
Alameda County-Oakland Community Action Partnership	Oakland/Alameda County Community Action Program Estelle Clemons eclemons@oaklandnet.com 510-238-3597
Housing Authority	Oakland Housing Authority Eric Johnson ejohnson@oakha.org 510-874-1510
TANF/CaWORKS	Alameda County Social Services Lori Cox Lori.cox@acgov.org 510-271-9100

Each of the parties is signing the Addendum to this MOU, attached to this MOU and incorporated herein by reference that sets forth additional services to be performed by each party. By signing the Addendum, each party confirms that it has read the main body of this MOU and agrees to the terms and conditions set forth in this MOU.

One-Stop System, Services

As of June 2016, the Oakland WDB funds one stop career centers in the downtown area the Fruitvale area, East and West Oakland. The One-Stops/AJCCs provide WIOA basic services to all customers that walk through our doors including: businesses, workers, under-employed, and unemployed. Individuals that meet WIOA eligibility requirements and priority of service will receive WIOA individualized services.

Responsibilities of AJCC Partners

All parties to this MOU agree to carry out the following shared responsibilities in order to

strengthen the capacity and effectiveness of the City of Oakland AJCCs in achieving their service goals for job-seekers, employers and employees.

- One Stop/AJCC partners agree to participate in joint planning, plan development, and modification of activities to accomplish the following:
 - Continuous partnership building.
 - Continuous planning in response to state and federal requirements.
 - Responsiveness to local and economic conditions, including employer needs.
 - Adherence to common data collection and reporting needs.
- Make services provided by partner programs available to eligible customers through the one-stop delivery system.
- Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

Funding of Services and Operating Costs*

All parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

AJCC partners will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in a separate Cost Sharing Agreement that will be negotiated in good faith and implemented by December 31, 2017.

*If applicable

Methods for Referring Customers

All parties to this MOU commit to mutually implement processes for the referral of customers to services not provided on-site. All parties to this MOU agree that they will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJCC programs, services, activities and resources shall be made available to all customers as appropriate.

Information on the customer referral process and direct links for access to AJCC partner staff that will be provided by each One Stop/AJCC partner are included in the attached MOU Addendum for each local partner.

Access for Individuals with Barriers to Employment

A priority of service policy will be implemented at all AJCC sites across the City of Oakland that will ensure access for individuals with barriers to employment. In accordance with new WIOA guidelines and definitions, individuals (adults and youth) with barriers to employment include those who are members of one or more of the following populations:

- (A) Displaced homemakers.
- (B) Low-income individuals.
- (C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
- (D) Individuals with disabilities, including youth who are individuals with disabilities.
- (E) Older individuals.
- (F) Ex-offenders.
- (G) Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e- 2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))).
- (H) Youth who are in or have aged out of the foster care system.
- (I) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
- (J) Eligible migrant and seasonal farmworkers, as defined in section 167(i).
- (K) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).
- (L) Single parents (including single pregnant women).
- (M) Long-term unemployed individuals.
- (N) Such other groups as the Governor involved determines to have barriers to employment.

Services provided for individuals with barriers may include direct referral to a partner agency that has expertise working with that specific population. Professional development and training will be provided to staff to ensure not only sensitivity but cross-training competencies in this area.

Information on how each One Stop/AJCC partner will provide access to individuals with barriers to employment is included in the attached MOU Addendum for each local partner.

Each AJCC partner ensures that policies, procedures, programs, and services are in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities.

Shared Technology and System Security*

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection. To support the use of these tools, each AJCC partner agrees to the following:

- Comply with the applicable provisions of WIOA, California Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic

- mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
 - Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
 - Develop technological enhancements that allow interfaces of common information needs, as appropriate and when feasible
 - Understand that system security provisions shall be agreed upon by all partners.

*If applicable and only when feasible

Confidentiality

Each AJCC partner that is a party to this MOU agrees to comply with the provisions of WIOA as well as the applicable sections of the California Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services or as otherwise required by law. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Non-Discrimination and Equal Opportunity

The AJCC partner shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

The AJCC partner shall assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

Grievances and Complaints Procedure

Each AJCC partner that is a party to this MOU agrees to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

American's with Disabilities Act and Amendments Compliance

Each AJCC partner that is a party to this MOU agrees to ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with the Americans with Disabilities Act of 1990 and its amendments. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Decimation[??Discrimination??] Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

Effective Dates and Term of MOU

This MOU shall be binding upon each party hereto upon execution of the Addendum attached hereto by such party. The term of this MOU shall be three years, commencing on July 1, 2016. The MOU will be reviewed and updated, at a minimum, every three years in order to ensure it contains up to date information regarding funding, delivery of services, and changes in the signatory official of the Local Board, CEO, or AJCC partners.

Modifications and Revisions

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

Termination

The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

Supervision/Day to Day Operations

The day-to-day coordination of staff assigned to the AJCCs will be the responsibility of the site supervisor(s), while the original employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the original employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year. Partner organizations will proactively communicate with AJCC sites regarding additional non-work days (i.e. sick days, vacation days).

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

Dispute Resolution

Parties shall continue with responsibilities under this MOU during any dispute. The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Press Releases and Communications

Participation of each party in press/media presentations will be determined by each party's public relations policies.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on facilities identified for AJCC usage, as well as partner websites.

Hold Harmless/Indemnification/Liability

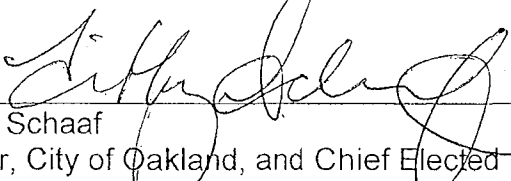
In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is

understood and agreed that all indemnity provided herein shall survive the termination of this MOU.


[SIGNATURES ON NEXT PAGE]

In witness whereof, the City of Oakland has entered into this MOU effective as of the date first above written.

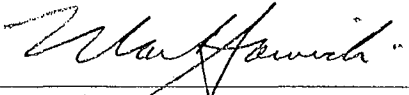
CITY OF OAKLAND, a municipal corporation

By: 

Libby Schaaf
Mayor, City of Oakland, and Chief Elected Official

By: 

Sabrina Landreth
City Administrator

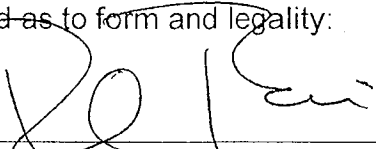
By: 

Mark Sawicki
Director, Department of Economic and Workforce Development
Acting Executive Director, Oakland Workforce Development Board

By: 

Vice-Chair, Oakland Workforce Development Board

Approved as to form and legality:

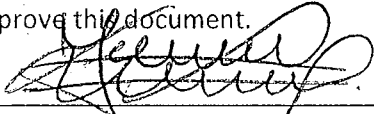
By: 

Deputy City Attorney

MEMORANDUM OF UNDERSTANDING
BETWEEN THE OAKLAND WORKFORCE DEVELOPMENT BOARD
AND ONE STOP/AJCC PARTNERS

Signature of Approval

I, the undersigned representative of the Peralta Community College District, do hereby agree to and approve this document.



Jowel C. Laguerre, Ph.D., Chancellor
Peralta Community College District
510-466-7207
jlaguerre@peralta.edu

Date: 06-15-16

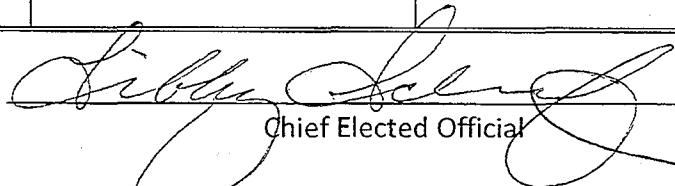
STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING
 [WIOA Sections 107(d)(12)(B)(i)]

City Of Oakland

(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	City Of Oakland	Libby Schaaf, Mayor	One Frank H. Ogawa Plaza Oakland CA 94612	510.238.6141
Fiscal Agent	City Of Oakland Controller's Office	Kristen LaCasse	150 Frank H. Ogawa Plaza, Suite 6353, Oakland, CA 94612	510.238.6776
Local Area Administrator	Oakland Workforce Development Board	Stephen Baiter	250 Frank H. Ogawa Plaza, Suite 3315, Oakland CA 94612	510.238.6440
Local Area Administrator Alternate	Oakland Workforce Development Board	Lazandra Dial	250 Frank H. Ogawa Plaza, Suite 3315, Oakland CA 94612	510.238.3474

Signature:



Chief Elected Official

7-24-17

Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

Local Workforce Development Board Bylaws

The bylaws for Oakland Workforce Development Board (OWDB) follow this cover page.

Attachment A:

BYLAWS

OAKLAND WORKFORCE DEVELOPMENT BOARD

Adopted by Mayor of the City of Oakland

Executive Order No. 2016-01

Issued MARCH 31, 2016

ARTICLE I.

Name

The name of this organization is the "Oakland Workforce Development Board."

ARTICLE II.

Purpose

It shall be the purpose of the Oakland Workforce Development Board, hereinafter referred to as the "Board," to oversee the articulation and implementation of comprehensive workforce development strategies, policies and performance outcomes of the City of Oakland's integrated service delivery system in partnership with the Mayor of the City of Oakland (the "Mayor"). The Board shall act as the local workforce development board for the Oakland area as authorized under the federal Workforce Innovation and Opportunity Act of 2014 and its implementing regulations (together "WIOA").

ARTICLE III.

Functions

It shall be the responsibility of the Board to develop policy, provide guidance for, and exercise oversight with respect to activities under Oakland's Local Plan as required under Section 108 of WIOA and such other plans developed by the City of Oakland with respect to workforce development. These responsibilities include, but are not limited to, the following:

- **Local Plan.** The Board, in partnership with the Mayor, shall develop and submit a comprehensive Local Plan to the Office of the Governor. The Board shall convene local workforce development system stakeholders to assist in development of the Local Plan.
- **Selection of One-Stop Operator.** The Board, with the agreement of the Mayor, shall designate the One-Stop Operator, and may terminate the eligibility of such One-Stop Operator.

- **Selection of providers of youth services, training services and career services.** The Board shall identify and approve eligible providers of youth services, training services and career services in Oakland. The Board shall ensure that there are sufficient numbers and types of providers of career services and training services serving Oakland that provide services in a manner that maximizes consumer choice and provides opportunities for competitive integrated employment for persons with disabilities.
- **Career pathways.** The Board shall lead efforts with representatives of secondary and postsecondary education programs to develop and implement career pathways in Oakland. The Board shall otherwise coordinate its activities with education and training providers in Oakland.
- **Accessibility for persons with disabilities.** The Board shall annually assess the accessibility of all one-stop centers in Oakland.
- **Workforce research and analysis.** The Board shall carry out research and analysis with respect to economic conditions and workforce needs in the City of Oakland and the Oakland workforce as required by WIOA and as needed to assist in the development and implementation of the Local Plan.
- **Employer engagement.** The Board shall lead efforts to engage with a diverse range of employers in Oakland to promote business representation on the Board, to develop effective linkages to support employer use of the local workforce development system, to ensure that Oakland's workforce investment activities meet the needs of employers and supports economic growth in Oakland, and to develop and implement proven strategies for meeting the needs of Oakland workers and employers. This includes strategies for using technology to maximize the accessibility and effectiveness of the workforce development system.
- **Program oversight and accountability.** The Board, in partnership with the Mayor, shall conduct oversight over workforce investment activities in Oakland and ensure the appropriate use and management of funds provided to Oakland under WIOA and other workforce development programs. This includes negotiation of local performance accountability measures.
- **Budget.** The Board shall develop a budget for the purpose of carrying out its duties consistent with the Local Plan, subject to the approval of the Mayor.

The Board, through its members, officers and staff, shall be responsible for ensuring that its members actively participate in convening stakeholders in Oakland's workforce development system, brokering relationships with a diverse range of Oakland employers, and leveraging support for Oakland's workforce development activities.

**ARTICLE IV.
Membership**

- A. **Authorized membership.** The Board shall be composed of up to twenty-seven (27) members.
- B. **Appointments.** Board members shall be appointed by the Mayor. The Mayor shall issue an appointment letter identifying the person appointed, the category for which the appointment is made, and the commencement and expiration date of the appointment term. The Executive Director shall be responsible for notifying the Mayor and the applicable nominating entities as set forth below as early as possible of a vacancy on the Board in order to ensure a prompt nomination and appointment.
- C. **Board composition.** The Board shall be comprised of members from the following categories:
1. **Business representation.** The Board shall include at least a majority of members who are representatives of businesses in Oakland. Such members shall be owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority. Said members shall represent businesses that provide employment opportunities that includes high-quality, work-relevant training and development in in-demand industry sectors or occupations in Oakland. Business representatives shall be appointed from persons nominated by the Oakland Metropolitan Chamber of Commerce in consultation with other local chambers and business trade associations pursuant to the nomination process set forth below. To the fullest degree possible, business representatives shall represent a cross section of Oakland's small and large business community, and reflect Oakland's geographical, ethnic and gender diversity. At least two (2) business representatives shall be representatives from small businesses in Oakland as defined by the U.S. Small Business Administration.
 2. **Workforce representation.** At least 20 percent of the Board shall consist of members who are representatives of the workforce in Oakland, including the following:
 - i. At least two (2) members shall be representatives of labor organizations in Oakland. Labor representatives shall be appointed from persons nominated by the Central Labor Council of Alameda County pursuant to the nomination process set forth below.
 - ii. At least one (1) member shall be a representative from a joint labor-management, or union affiliated, apprenticeship program in

Oakland. Such representative must be a member of a labor organization or a training director.

- iii. If and as needed to meet the 20 percent requirement, the Board shall include other workforce representatives, who may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of veterans, that provide or support competitive integrated employment for persons with disabilities, or that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including organizations that serve out-of-school youth.

3. Education and training representation. The Board shall include up to two (2) members who are representatives of the workforce in Oakland, including the following:

- i. At least one (1) member shall be a representative from a provider administering adult education and literacy activities under WIOA title II.
- ii. At least one (1) member shall be a representative from an institution of higher education providing workforce investment activities, including community colleges.

Nominations for the above education and training members shall be solicited from entities providing those activities.

4. Government, economic development, and community development representation. The Board shall include up to three (3) members who are representatives of governmental, economic and community development entities in Oakland, including the following:

- i. At least one (1) member shall be a representative from an economic and community development entity.
- ii. At least one (1) member shall be a representative from the California Economic Development Department.
- iii. At least one (1) member shall be a representative from a program providing vocational rehabilitation.

5. Additional representation. The Board may include additional members as deemed appropriate by the Mayor and as allowed under WIOA.

D. Prohibitions. The Board may not include members who are either (1) elected public officials, or (2) employees or directors of grantees of Oakland WIOA funds except as required by WIOA.

E. Nomination process.

1. **Business representatives.** The Mayor, City staff, Board members, local chambers of commerce or other business associations may recommend business representative candidates for the Board. Candidates considered for nomination shall submit their resumes and/or biographies to the Board's Executive Director, who will review the candidates for compliance with this policy and applicable law. The Executive Director shall forward candidates to the Oakland Metropolitan Chamber of Commerce, which shall have the exclusive role of nominating business representatives for the Board. The Oakland Metropolitan Chamber of Commerce shall forward its qualified nominations to the Mayor for his or her consideration for official appointment to the Board.
2. **Labor representatives.** The Board Chair and City staff will request the Central Labor Council of Alameda County to submit nominees for consideration. The Board's Executive Director shall review the nominees for compliance with this policy and applicable law. Nominees who meet the nomination criteria will be asked to submit a resume or biography and cover letter expressing interest in serving on the Board. The Central Labor Council shall forward its qualified nominees to the Mayor for his or her consideration for official appointment to the Board.
3. **Other representatives.** The Mayor, City staff, or Board members, may recommend persons for all other Board positions. The Board's Executive Director shall review nominees for compliance with this policy and applicable law. Appropriate nominees shall then be asked to submit a resume or biography and cover letter expressing interest in serving on the Board. Nominees shall be forwarded to the Mayor for his or her consideration for official appointment to the Board.

F. Term of office. The term of office for Board members shall be two (2) years, except as specified below with respect to staggered terms. Terms shall start from the date of commencement of the term as set forth in the appointment letter issued by the Mayor. The term commencement date for the initial appointments to the Board shall be MARCH 31, 2016.

G. Staggered terms. Half of the Board members appointed in 2016 shall serve one-year terms and half shall serve two-year terms, as determined by the Mayor.

H. Mid-term vacancies. If a member is appointed to fill a vacancy created by the termination of a member before the normal expiration of his or her term, the term of the successor shall be the remaining term of the member vacating the position.

- I. **Term limits.** A Board member may serve no more than three consecutive terms; provided that the Mayor may make exceptions to these term limits on a case-by-case basis upon a determination by the Mayor that such an exception will be in the best interests of the City.
- J. **Holdover.** In the event an appointment to fill a vacancy has not occurred by the conclusion of a Board member's term, that member may continue to serve as a Board member during the following term in a holdover capacity, for a period not to exceed one year, to allow for the appointment of a Board member to serve the remainder of said following term.
- K. **Tenure on Board.** Board members shall remain on the Board until:
1. Their term expires, subject to the holdover provisions of these Bylaws;
 2. They resign in writing;
 3. They no longer hold the status for membership on the Board under which they were appointed, as determined by the Executive Director; or
 4. They are removed from the Board for cause after a hearing before the Board and a majority vote in favor of removal, and are notified in writing of their removal. Among other things, conviction of a felony, misconduct, incompetence, inattention to or inability to perform duties, or absence from three (3) consecutive regular meetings or four (4) regular or special meeting absences in any one-year period except on account of illness or by permission of the Board Chair, shall constitute cause for removal.

ARTICLE V. Officers

- A. **Officers.** Officers of the Board shall be a Chair and a Vice Chair.
- B. **Selection of officers.** The Chair and Vice Chair shall be elected from among members of the Board by a majority vote. In the event of a tie vote, a run-off of the two highest candidates shall determine who is elected. The Chair and the Vice Chair must be chosen from business representatives on the Board.
- C. **Terms.** The term of office for Chair and Vice Chair shall be two years. If the office of the Chair becomes vacant during a term, the Board shall choose a new Chair for the remainder of the term, and the Vice Chair shall act as Chair pending election of the new Chair. If the office of the Vice Chair becomes

vacant during a term, the Board shall choose a new Chair for the remainder of the term.

- D. **Duties of the Chair.** The Chair shall preside at all meetings of the Board, represent the Board whenever the occasion demands, appoint committees and task forces, and call special meetings at any time necessary upon appropriate advance notification to all members.
- E. **Duties of the Vice Chair.** The Vice Chair shall assist the Chair as directed and shall assume all the obligations and authority of the Chair in the absence of the Chair.

ARTICLE VI. Meetings

- A. **Regular meetings.** Regular meetings of the Board shall take place the first Thursdays in the months of February, May, August and November starting at 8:30 AM in Oakland City Hall.
- B. **Special meetings.** Special meetings of the Board may be called at the discretion of the Chair, in accordance with the Ralph M. Brown Act and the Oakland Sunshine Ordinance.
- C. **Quorum.** A quorum shall consist of at least 40 percent of the actual Board membership. A quorum shall be called for prior to any official business being conducted at the meeting. If there is no quorum at that time, no official action may be taken at that meeting.
- D. **Voting.** All Board members shall have voting privileges. Each member of the Board shall have one vote. A motion shall be passed or defeated by a simple majority of those members present and voting at a meeting where a quorum has been established.
- E. **Parliamentary procedure.** The Board may establish rules and procedures for the conduct of its business. All procedural questions not addressed herein shall be decided in accordance with Rosenberg's Rules of Order, newly revised.
- F. **Conflicts of interest.** No member of the Board shall cast a vote on or participate in a decision-making capacity on the provision of services to be provided by that member or any organization which the member represents, on any matter which would provide a direct financial benefit to such member or a member of his or her immediate family, or on any other matter which would result in the member violating any governmental conflict of interest law or regulation. Any Board member with a conflict of interest on a matter shall

recuse themselves from any vote of the Board on the matter, shall publicly announce such recusal, and shall refrain from discussing the matter formally or informally with other Board members, either in a meeting or outside a meeting.

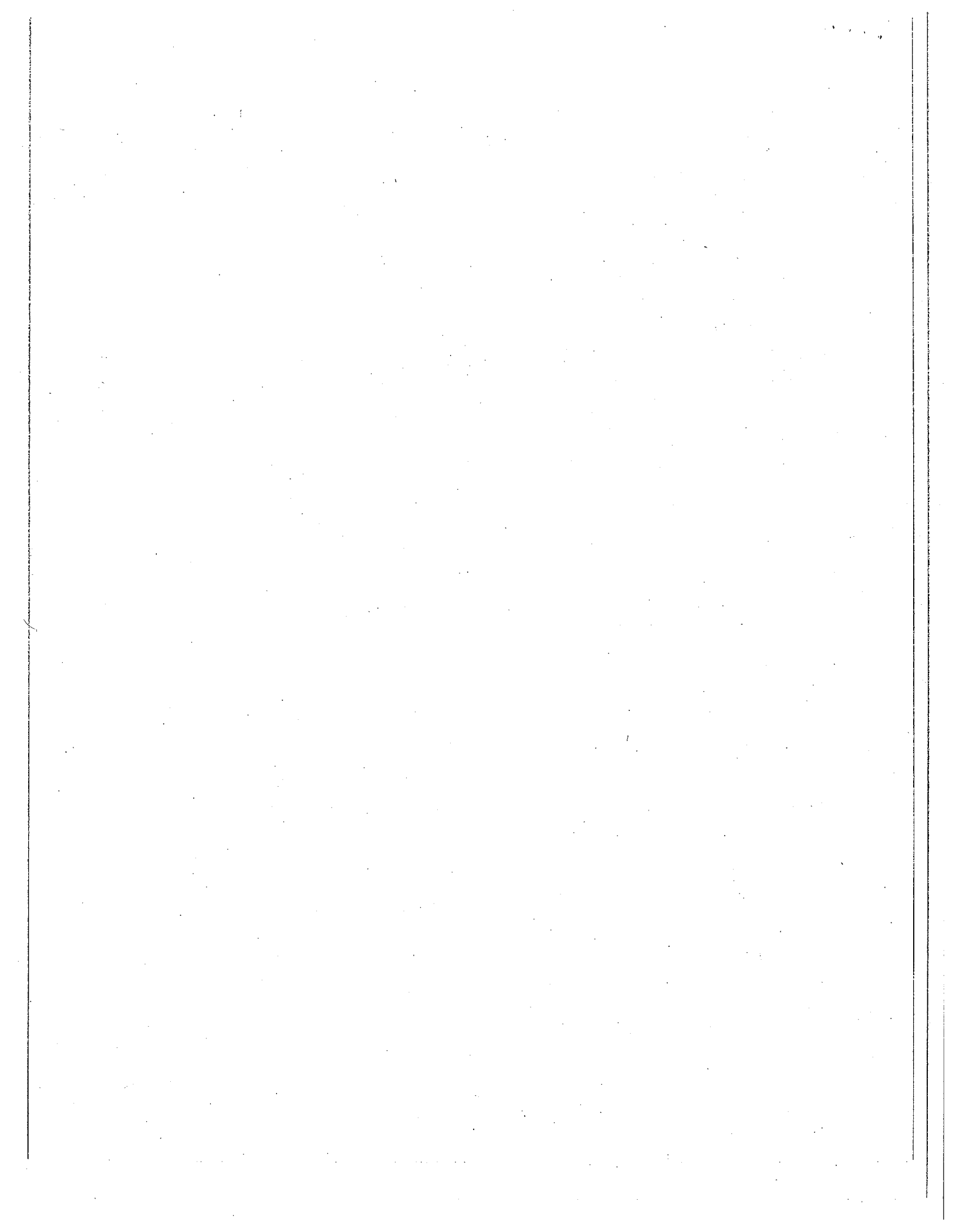
- G. Open meetings.** All regular and special meetings of the Board and its standing committees shall be open to the public (other than closed sessions as authorized by law), shall be held in facilities accessible to people with disabilities, and shall be held in conformance with the provisions of the Ralph M. Brown Act and the Oakland Sunshine Ordinance as either law may be amended from time to time. The Board may use technology such as phone or web-based meetings only if such meetings conform to the teleconferencing rules set forth in the Ralph M. Brown Act.
- H. Transparency.** The Board shall conduct its business in an open manner as required by WIOA. This shall include making available to the public, on a regular basis through its website and open meetings, information about the activities of the Board, the Local Plan, the list and affiliation of members, the selection of one-stop operators, awards of grants or contracts to providers, minutes of Board meetings, and these Bylaws.

ARTICLE VII. Committees

- A. Standing committees.** The Board may form standing committees of the Board to provide information and assist the Board in carrying out its responsibilities. Standing committees must be chaired by a Board member, may include other members of the Board, and must include other persons appointed by the Board who are not Board members and have demonstrated experience and expertise as required by WIOA.
- B. Ad hoc committees.** The Board Chair may form ad hoc committees on an as-needed basis. An ad hoc committee shall be composed of at least one Board member, and may include other interested members of the community. The purpose of ad hoc committees will be to address specific issues of immediate concern, and report back to the Board with its recommendations.

ARTICLE VIII. Staff

The Board shall receive staff support from the City Administrator of the City of Oakland and his or her designees. The City Administrator shall designate a City employee to act as the Executive Director of the Board. The person selected as Executive Director must have the requisite knowledge, skills, and abilities to meet



PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the City Of Oakland Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act*.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair



Signature

Herb Garrett

Name


Director of Human Resources

Title

7-24-17

Date

Chief Elected Official



Signature

Libby Schaaf

Name

Mayor

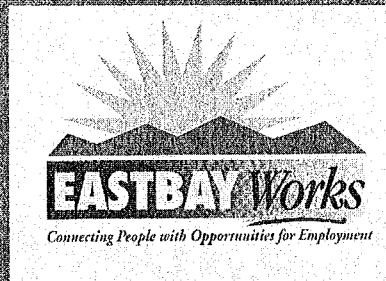
Title

7-24-17

Date

EAST BAY Regional Planning Unit PY 2017-2020 Local and Regional Plans

July 2017



EASTBAY Works (EBW)

- Alameda County Workforce Development Board (ACWDB)**
- Contra Costa County Workforce Development Board (CCWDB)**
- The City of Oakland Workforce Development Board (OWDB)**
- The City of Richmond Workforce Development Board (RWDB)**

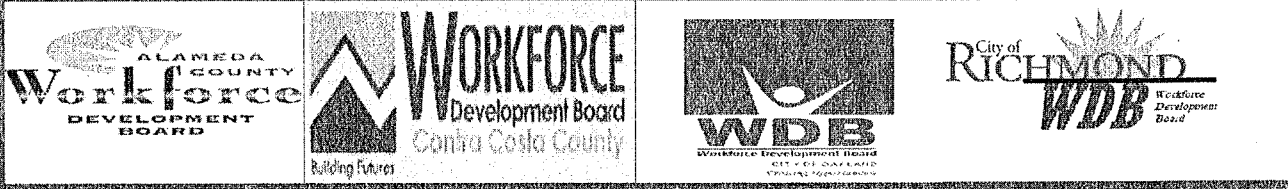
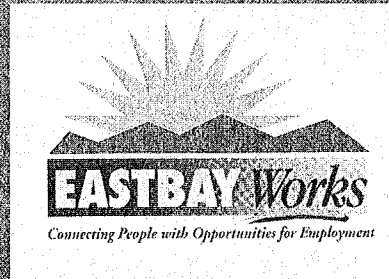


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3. PY 2017-2020 CONTRA COSTA COUNTY LOCAL PLAN
4. PY 2017-2020 CITY OF OAKLAND COUNTY LOCAL PLAN
5. PY 2017-2020 CITY OF RICHMOND LOCAL PLAN

PY 2017-2020 East Bay Regional Plan
July 2017



For the East Bay Region Planning Unit including:

EASTBAYWorks (EBW)

Alameda County Workforce Development Board (ACWDB)

Contra Costa County Workforce Development Board (CCCWDB)

The City of Oakland Workforce Development Board (OWDB)

The City of Richmond Workforce Development Board (RWDB)

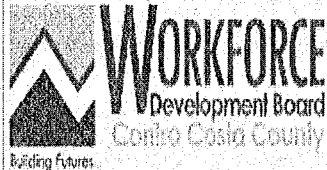


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A. Executive Summary

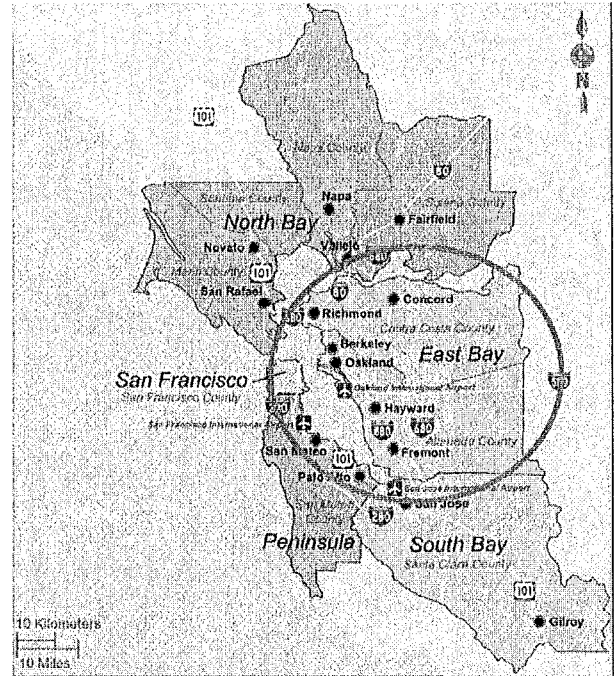
The East Bay Region of California is a sub-region of the nine county San Francisco Bay Area, one of the most productive and prosperous regions on the planet. The sub-region consists of Alameda and Contra Costa Counties, represented at the local level by the Alameda County Workforce Development Board, Oakland Workforce Development Board, the Richmond Workforce Development Board, and the Workforce Development Board of Contra Costa County.

This area goes as far north as Concord and south to Fremont, which is the northern tip of the Silicon Valley. Easternmost city boundaries include Livermore in Alameda County and Brentwood in Contra Costa County. Both Richmond and Oakland lay on the westernmost boundary of the region.

The two-county region is home to more than 2.5 million residents and has an abundance of natural, physical, and institutional resources, including three national labs, University of California Berkeley, and the Port of Oakland, which alone accounts for 10,000 direct and 18,000 indirect jobs in the region. Combined with high educational attainment levels among its population and an abundance of company headquarters, the sub-region is an economic growth mecca. But amid these assets, the sub-region also has its share of challenges, including infrastructure issues typical of urban communities, the high cost of housing and overall cost of living, mismatches between where services are based and where they are most needed as prosperity results in shifts in where people in need reside, and distressed communities where a disproportionate percentage of the residents lack the skills and knowledge to effectively compete in the labor market.

The East Bay's four local areas have a long history of collaboration, and created **EASTBAYWorks** in 1997 as a vehicle to align services and leverage workforce resources across the region. This plan reflects the East Bay regional partners' ongoing and deep engagement with industry and individual employers; secondary, post-secondary, and adult education systems; organized labor; community-based organizations; economic development; and other partner agencies to ensure the region has the talent required to fuel its growth and residents have access to the skills they require to fulfill their career aspirations. In this way, all partners engaged in the multitude of efforts described in the following pages have been instrumental in shaping this plan and have an important role in implementing it.

The current generation of workforce strategies and initiatives were shaped in part by several years of economic turmoil. The Great Recession had a tremendous adverse impact on the East Bay Region – 10 percent of all jobs were lost, with the construction, real estate, financial services, manufacturing, and



retail industries suffering the most acute losses.¹ Recognizing that a true economic recovery would require active and aligned interventions from government, education, economic development, industry and workforce development, enlightened leaders from across those sectors began planning for the future even as the recession continued unabated. The goal was two-fold: first, to lead the East Bay Region toward economic recovery and, second, to future-proof the economy so the region could better withstand inevitable ups and downs. These efforts were bolstered by trends in workforce development, particularly emerging work in sector partnerships and career pathways, and education reform that focused on industry-valued and stackable credentials, student persistence, and competency attainment.

Today, the East Bay Region has a coordinated workforce strategy anchored by five broad-based sector partnerships, several interconnected career pathway initiatives, and a network of 14 American Job Centers. To support the regional alignment of the East Bay workforce system, the local workforce boards have co-invested in a Regional Coordinator to represent the collective interests of the boards in regional initiatives, expand strategic capacity, ensure service alignment, accelerate the region-wide implementation of best practices, and manage the **EASTBAYWorks** brand. Specifically, the Regional Coordinator:

- Engages with economic development, K12, community college and adult education systems, metropolitan planning organizations, community based organizations and other stakeholders to identify opportunities, trends, and concerns; facilitates strategic connections; and represents the **EASTBAYWorks** brand regionally, at the state level, and nationally.
- Supports **EASTBAYWorks** network of America's Job Center of California (AJCC) through a range of tools, including a hot jobs listserv and shared web site, as well as through quarterly meetings of the site managers to exchange information, share promising practices, and identify opportunities for collaboration and continuous improvement.
- Facilitates a dynamic communications infrastructure that connects professionals across the workforce service system, including those working within the AJCCs, community based contractors, K12, community college and adult education providers, and other service providers.
- Supports a seamless interface with businesses and industries throughout the region through quarterly meetings of business service leads, hosted by leading employers in the region, to exchange information, share promising practices, and identify opportunities for collaboration and continuous improvement.
- Convenes operational leads from the four local boards to elevate any issues identified, as well as to address any new opportunities or emerging trends identified in the quarter.
- Convenes workforce board directors for ongoing strategic planning and coordination.
- Manages region-wide efforts, such as scaled procurements, marketing and communications, development and deployment of professional development and efforts to link, align, and leverage public systems.

¹ http://www.eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report_Building_on_Our_Assets_Report_2011.pdf, p.4

Among the myriad benefits of the **EASTBAYWorks** partnership is the ability to pilot efforts locally and then replicate them regionally through an established process of cross-training and shared resources.

At the heart of **EASTBAYWorks** are the 14 American Job Centers located in the region, collectively serving over 80,000 job seekers and nearly 2,000 employers each year. A major focus of the collaborative work of the region has been and will continue to be aligning and strengthening services across the centers, and ensuring that staff have the latest intelligence and best possible resources available to connect job seekers to employment, and employers with the talent they require to grow and flourish in the East Bay Region.

Sector-driven partnerships, which are described in more depth in subsequent sections, are a primary strategy leveraged by the East Bay regional partners to inform the region's workforce development efforts. Under the brand *East Bay SlingShot*,² the partners are actively working with industry, economic development, education, organized labor, and community partners to design and implement employer-informed strategies that move workers into growth industries with opportunities for advancement. Five sectors are currently targeted within this model:

- Advanced Manufacturing, represented by the East Bay Advanced Manufacturing Partnership. This partnership has recently connected to The Manufacturing Institute's *Dream It. Do It.* initiative, bringing national resources to the efforts of connecting young people to jobs in this critical industry sector.
- Healthcare, represented by the East Bay Health Workforce Partnership.
- Transportation and Logistics, represented by the East Bay Transportation and Logistics Partnership.
- Information and Communications Technologies, represented by the East Bay Information and Communications Technology Partnership.

In addition, the regional partners, with the leadership of the Contra Costa Workforce Development Board, have been active in the creation of the Biomedical Manufacturing Network, which in addition to education and training focuses on providing business assistance, technology transfer, and industry-related economic development.

Over 90 percent of businesses in the East Bay region have less than 100 employees, and collectively employ a third of the region's workforce. The partners invite and value the participation and perspective of those business on their workforce boards, and consider it a shared priority to connect them to the workforce resources that are essential to their growth. The boards all have long standing relationships with the East Bay Economic Development Agency (EDA), and the boards' leaders participate on the EDA committee dedicated to small business development. Additionally, both Richmond and Oakland host newly formed Contractors' Resource Centers to support skills development for contractors aspiring to get licensed to do business in the region's construction industry, the Contra Costa Workforce Board hosts the county's Small Business Development Center, and the Alameda Workforce Board recently held its first annual Small Business Resource Symposium to

² SlingShot is a California Workforce Development Board-sponsored statewide initiative that seeds collaborative efforts by employers and industry, government, workforce and economic development, and education stakeholders within a region to identify and then work to solve employment challenges that slow California's economic engine.

connect companies to state and local resources, educate them about tax incentives and applicable laws, and assist them with their workforce needs.

In addition to sector partnerships and support for small and emerging businesses, several other aligned efforts inform the East Bay Region's collective workforce development priorities, and contribute to the range of services offered to support economic mobility for individuals and spur economic growth for businesses. Primary among these is the Strong Workforce Program, led by the Bay Area Community College Consortium. This regional planning effort engages the colleges, local workforce boards, adult education, and other partners to identify training requirements across industry sectors. As part of this work, nearly sixty (60) regional joint ventures have been identified, primarily focused on enhancing training in areas where there is a concentration of both data-informed, employer validated need and an opportunity to support a career pathway for individuals currently outside the economic mainstream.

Another major regional strategy is career pathways, which aligns education and industry in support of economic mobility strategies for youth and adults. Under the brand Earn & Learn East Bay, the regional partners have created a coordinated network that engages hundreds of employers in providing a wide range of work-based learning experiences to East Bay residents. This work, and its impact, is more fully described within this plan.

The East Bay Region partners also recognize there are individuals with barriers to employment that go beyond technical skills, and have been working in their local areas and collectively to enhance services for those individuals. To this end, in addition to the region-wide efforts outlined above, there are several projects underway that encompass one or more of the local workforce boards in the East Bay Region. These projects engage a range of partners including: K-12 and postsecondary education systems, community-based organizations, probation and parole offices, advocacy coalitions, and other groups. These partners are part of the complex ecosystem committed to creating and delivering solutions that help individuals meet their career goals and business connect to the talent they require to flourish – to ameliorate a wide range of workforce challenges faced by individuals in the region.

While developing this summary of their collaborative work, the partners came together to consider the next phase of their joint efforts. They have identified three broad areas where they will focus their attention regionally, which are described in more detail in the final section of this report:

- **Common operational practices** to support a more seamless customer experience and facilitate economies of scale.
- **Strategic service alignment** to maximize program participation and completion rates, credential attainment, and employment outcomes for in-need populations, as well as better coordinate employer services.
- **Enhanced regional tracking** to monitor and improve workforce development activities, with the goal of creating an unprecedented level of community-wide accountability and shared commitment for outcomes for all partners.

Additionally, the four workforce boards in the East Bay Region are developing their individual local plans simultaneously with this regional plan. As part of those efforts, they are conducting a range of

focus groups and engaging in other collaborative processes that will likely result in additional local strategies that will be considered for regional expansion during the life of this plan.

B. Regional Economic and Background Analysis

i. Regional Overview

By all major economic indicators, today the East Bay Region is thriving. This was not the case in the relatively recent past: the region's economy was heavily affected by the Great Recession, particularly impacted by the failure in the housing market and a dramatic rise in the unemployment rate. The region lost 10 percent of its jobs between 2008-2011. The construction industry lost 40 percent of its jobs, and a fourth of the jobs in real estate and financial services also were lost. The ripple effect was crippling, with substantial reductions in government, retail, and manufacturing jobs, and a specific blow occurring in the auto manufacturing industry. For example, when the NUMMI Regional Plant closed in 2010, the economic impact was felt throughout the region. The last automobile manufacturing plant this side of the Mississippi, its closure impacted 4,700 permanent, high-wage workers, 47 parts suppliers and more than 1,000 other suppliers in 35 California counties, and an aggregate of 18,800 jobs and over \$1.4 billion in annual wages.

Both despite and because of this profound economic upheaval, East Bay leaders in economic development, education, and workforce development emerged from the crisis with a sense of shared purpose. They began aligning their efforts with greater intentionality, with the goal of maximizing the region's competitive strengths to, in the short term, revitalize the region's economy, and in the longer term, support ongoing business and job growth. In October 2011, the East Bay Economic Development Alliance (East Bay EDA) in partnership with the Alameda Workforce Development Board, East Bay Community Foundation, Oakland Workforce Development Board, and the Workforce Development Board of Contra Costa County commissioned a regional economic analysis titled *Building on our Assets: Economic Development and Job Creation in the East Bay*.

As described in *Building on Our Assets*, regional strengths include:

- A highly diversified labor force
- World-class research and development institutions
- Growing innovation industries
- A central location and extensive physical infrastructure
- A wide variety of communities providing diverse housing options

Leveraging and amplifying these strengths has characterized the work in each of the four local workforce areas in the East Bay, as well as their discrete collaborative efforts and the projects and initiatives they collectively pursue with industry, economic development, education, and community partners. Through this broader lens, they have committed to ensuring that all job seekers, regardless of whether they are served through **EASTBAYWorks**, have access to the information, programs of study, and certifications that will enable them to meet their economic and career goals.

By 2012, the East Bay region had not only rebounded from the Great Recession but reemerged as a formidable economic force. Nevertheless, the partners recognized that although the crisis was over in the broader sense, businesses were still struggling to find the talent they require to grow and flourish,

and there remained many thousands of residents who require a wide range of workforce services to become a part of the East Bay's thriving economy. They again turned to the East Bay EDA to commission the *Special Report on the East Bay Workforce*. A companion to the 2013 Annual East Bay Economic Outlook, this study delved "deeper into the fundamental questions driving the nexus of employment, education and the economy in the [post-recession] East Bay."³ This report provided the blueprint for the current generation of workforce initiatives – not the least of which was the focus on the five industries represented by the region's sector partnerships (advanced manufacturing, biomedical manufacturing, healthcare, information and communications technologies, and transportation and logistics). The partners continue to rely on East Bay EDA's Annual Economic Outlooks – as well as data produced by the California Economic Development Department, the California Community College' Center of Excellence, the region's local community college districts, other economic development partners, industry groups, sector partnerships, and through their own work with employers and job seekers – to shape strategies that address the immediate and longer term challenges experienced by individuals striving for economic independence and by businesses seeking the talent required for them to compete.

ii. Current Regional Demographics

The East Bay Region's age demographics are consistent with the nation's. The current workforce comprises nearly two-thirds of the region's population. 43 percent of those individuals are between 25-54 years old, representing over a million people who may require training or retraining before they reach retirement. Over a fifth of the region's population is under 18, and another tenth are 18-24 - combined, a third of the population represents the emerging workforce.

Table #1: Regional Population by Age⁴

Age	Population	Percent Share of Total Population
Under 18	602,270	22.9%
18 to 24 Years	242,189	9.2%
25 to 54 Years	1,145,079	43.4%
55 to 64 Years	322,392	12.2%
65 Years and Older	328,610	12.5%
Total	2,640,540	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates

The region has experienced growth in median income earnings in recent year, signaling growing economic prosperity for its inhabitants. The median annual household income for the East Bay Region is \$76,787, which is \$14,969 higher than the 2015 California median household income of \$61,818⁵. Alameda and Contra Costa County both have higher median household incomes than the state. Contra Costa County has the highest median annual household income in the region of \$79,799, which is \$6,024 higher than Alameda County's median annual household income of \$73,775.

³ http://eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report_Workforce_May_2013.pdf, page 1

⁴ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 5

⁵ <http://www.census.gov/quickfacts/table/PST045215/06>

Table #2: Regional and County Median Household Income⁶

Median Household Income by County	Median Household Income
Alameda	\$73,775
Contra Costa	\$79,799
Median Household Income by Region	Median Household Income
East Bay	\$76,787

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

East Bay has a lower percentage of its population living below the poverty level than the rest of the state; however, median incomes are just about at the self-sufficiency levels for a family of 4 living in the region. In 2014, 16.4 percent of Californians were earning less than \$24,000 (the federal poverty level) compared with 12 percent in the East Bay region. (See Table # 3.) However, a very different story emerges when wages are compared to the self-sufficiency standard for a family of four calculated by the United Way of the Bay Area in 2015. In Alameda County, the self-sufficiency income is \$72,820 and in Contra Costa it is \$71,711. In both counties, nearly half the households have incomes below the self-sufficiency standard. United Way's analysis further explored the characteristics of individuals who were living below the standard, and found – not surprisingly – that they are likely to lack a post-secondary credential.

Table #3: Regional Population by Poverty Status⁷

Poverty Status	Population	Percentage
Income in the Past 12 Months Below Poverty Level	311,362	12.0%
Income in the Past 12 Months at or Above Poverty Level	2,291,779	88.0%
Total	2,603,141	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

iii. The Economy

Growth in industry sectors and the overall economy is a key indicator showing recovery from the financial crisis of 2007 and 2008. Trade, Healthcare, Manufacturing, and Construction have seen slow but steady growth. The total employment in all industries in the East Bay Region in May 2016 (preliminarily) was 1,121,900 individuals, rising by 11.2 percent (113,400 jobs) since May 2012. This strong job growth bodes well for the region and its workforce, as high-wage industries are the primary drivers. The top growth industries sectors by employment as of May 2016 in the East Bay Region are:

- Trade, Transportation and Utilities, employing 201,700 individuals, 12.9% growth since May 2012;
- Educational and Health Services, employing 185,600 individuals, 12.6% growth since May 2012;
- Professional and Business Services, employing 183,300 individuals, 11.1% growth since May 2012;
- Manufacturing, employing 87,000 individuals, 8.8% growth since May 2012; and,
- Construction, employing 66,700 individuals, 31% growth since May 2012.

⁶ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 5

⁷ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 6

Currently, the Workforce Boards are actively collaborating in five industry sectors to support the growth of jobs in those industries; align education and training to meet growing demand; and connect untapped labor markets, young people, and the under-employed to these emerging career opportunities. These sectors are advanced manufacturing, healthcare, transportation and logistics, information and communications technology, and biomedical/biotechnology.

Occupations

The top middle-skill, middle (or higher) wage occupations in the region are projected to add significant job growth, strengthen the economy, and bring more individuals in the region to satisfying careers and economic security. The top 5 in-demand occupations in the East Bay region are:

- Registered Nurses: 8,571 projected job openings through 2022, with a 2016 median wage of \$130,271
- Heavy and Tractor Trailer Truck Drivers: 2,234 projected job openings through 2022, with a 2016 median wage of \$46,012
- Licensed Practical and Licensed Vocational Nurses: 1,923 projected job openings through 2022, with a 2016 median wage of \$59,751
- Computer User Support Specialists, 1,673 projected job openings through 2022, with a 2016 median wage of \$62,307
- Medical Assistants. 1,537 projected job openings through 2022, with a 2016 median wage of \$44,584

These jobs are all reflected in one of the five active sector initiatives in the region; additionally, a majority of the top 25 middle-skill jobs (see Table #4) fall into one of those five sectors.

Table #4: Top 25 Middle-Skill, Middle-Wage or Higher Occupations⁸

Top 25 Middle-Skill, Middle-Wage or Higher Occupations	Total Projected Job Openings 2012-2022	HWOL Job Ads (See source)	Median Annual Wage 2016 1st Quarter
Registered Nurses	8,571	4,147	\$130,271
Heavy and Tractor-Trailer Truck Drivers	2,324	2,212	\$46,012
Licensed Practical and Licensed Vocational Nurses	1,923	862	\$59,751
Computer User Support Specialists	1,673	1,426	\$62,307
Medical Assistants	1,537	576	\$44,548
Dental Assistants	1,040	843	\$39,614
Web Developers	746	1,607	\$76,438
First-Line Supervisors of Production and Operating Workers	676	912	\$61,863
Dental Hygienists	670	153	\$105,798
Library Technicians	668	8	\$44,258
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	640	262	\$58,139

⁸ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 3
 Data Note: Middle-skill occupations typically require more than a high school diploma but less than a Bachelor's degree. Middle-wage occupations make at least 80 percent of the area's median annual wage (\$48,154).

Medical and Clinical Laboratory Technicians	568	83	\$53,052
Firefighters	499	3	\$90,852
Paralegals and Legal Assistants	493	367	\$59,376
Medical Records and Health Information Technicians	478	233	\$54,859
Respiratory Therapists	455	83	\$90,096
Electrical and Electronics Engineering Technicians	410	231	\$77,304
Radiologic Technologists	373	136	\$96,837
Computer Network Support Specialists	332	22	\$78,841
Telecommunications Equipment Installers and Repairers, Except Line Installers	302	258	\$66,527
Environmental Science and Protection Technicians, Including Health	299	196	\$50,182
Chemical Technicians	295	107	\$50,471
Phlebotomists	248	65	\$42,673
Surgical Technologists	239	130	\$71,083
Diagnostic Medical Sonographers	225	73	\$118,860

Source: Employment Development Department, Labor Market Information Division; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending June 21, 2016.

iv. Labor Market Profile

The East Bay Region has a lower unemployment rate than the nation, and a significantly lower rate than the State of California. The East Bay labor market includes 1,372,800 individuals. As the economy strengthens, the unemployment rate continues to drop. As of December 2016, Alameda and Contra Costa Counties had a 4.0 percent and 4.1 percent unemployment rate, respectively. The nation's unemployment rate in December was 4.7 percent, and the State of California had a rate of 5.3 percent. However, there are at least 300,000 residents in the region 18-64 *not* counted in the labor force, or nearly 20 percent of the region's population. This presents a unique challenge and opportunity in a region with dropping unemployment rates and increasing demand for workers as the economy continues to grow.

In a year over year comparison – comparing May 2015 to May 2016 – the Employment Development Department (EDD) reported a slight decrease (0.3 percent) in the labor market, a small gain (0.6 percent) in the number of people employed, and a more significant (0.8 percent) drop in the unemployment rate. (Table #5.)

Table #5: Regional Labor Market Profile⁹

	May 2016	May 2015	Change	Percent
Labor Market	1,372,800	1,376,300	-3,500	-0.3%
Employed	1,319,600	1,311,300	8,300	0.6%
Unemployed	53,200	65,100	-11,900	-18.3%
Unemployment Rate	3.9%	4.7%	-0.8%	-

Source: Employment Development Department, Labor Market Information Division.

⁹ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 2
Data Note: Numbers may not add due to rounding.

In 2014, 2,107,347 individuals participated in the East Bay Regional Labor Force. 59.4% or 1,252,079 individuals in the East Bay Region are currently employed or in the armed forces. 6.4% or 133,818 individuals are unemployed in the region. 34.2% or 721,450 individuals are not currently participating in the labor force in the region.

Table #6: Regional Labor Force Participation¹⁰

Labor Force Participation	Population	Percentage
Employed or in Armed Forces	1,252,079	59.4%
Unemployed	133,818	6.4%
Not in labor force	721,450	34.2%
Total	2,107,347	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

In 2014, nearly one-tenth (9.7 percent) of the region's population identified as living with a disability. While regional data is not available, in California the unemployment rate for individuals with disabilities is 64 percent, slightly lower than the national average but nonetheless of great concern to the regional partners. Currently, they are actively collaborating with the California Department of Rehabilitation in their local areas to identify and pilot strategies to increase the employment rate among this population, and anticipate regionalizing any such strategies that are demonstrated to be effective.

Table #7: Regional Disability Status¹¹

Disability Status	Population	Percentage
With Any Disability	255,091	9.7%
No Disability	2,367,403	90.3%
Total	2,622,494	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

The East Bay Region's population is well-educated, with nearly 45 percent of the population having acquired an Associate's degree or higher. Conversely, 55 percent, or over 1.1 million residents, have no post-secondary credential. (See Table #8s.) As unemployment rates continue to trend downward, the regional partners recognize there is both an opportunity and an imperative to enhance their focus on ensuring that residents have expanded access to training that results in post-secondary credentials. In addition to the partners' ongoing collaboration with their community colleges both locally and through the Bay Area Community College Consortium, they are currently tracking emerging efforts by the Alameda and Contra Costa Workforce Boards to introduce on-line learning strategies that result in post-secondary credentials as a potential scalable regional strategy.

Table #8: Regional Educational Attainment¹²

Educational Attainment	Male	Percentage	Female	Percentage
Less than 9th grade	57,813	5.9%	65,613	6.2%
9th to 12th grade, no diploma	67,222	6.8%	61,244	5.8%
High school graduate (includes equivalency)	202,126	20.6%	200,405	19.0%

¹⁰ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 7

¹¹ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 7

¹² <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf> Regional Planning Unit: East Bay Page 7

Some college, no degree	226,483	23.0%	247,244	23.4%
Associate's degree	61,674	6.3%	81,145	7.7%
Bachelor's degree	220,838	22.5%	254,296	24.1%
Graduate or professional degree	147,334	15.0%	144,833	13.7%
Total	983,490	100.0%	1,054,780	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

v. Skills & Knowledge

Regional workforce development efforts are intelligence-driven, starting with data available from the state and federal government and validating and refining that data through intensive collaboration with employers.

The California Economic Development Department (EDD) provides regular reports on regional trends – among the most important of these for the region’s workforce system is information used to ensure training and education programs result in the basic and technical competencies employers required. This information also provides a foundation for the discourse with the region’s employers, resulting in further refinement of programs to facilitate the best possible alignment between the skills of job seekers and the needs of employers.

In an analysis of the skill requirements for top 25 middle-skill, middle wage jobs in the region, EDD, using the US Department of Labor’s Occupational Information Network (O*NET) found that each one requires active listening, critical thinking and reading comprehension. Nearly all of them require active learning, coordination, monitoring, speaking and writing. The top 5 in-demand occupations in the region (Registered Nurses, Heavy and Tractor Trailer Truck Drivers, Licensed Practical and Licensed Vocational Nurses, Computer User Support Specialists, and Medical Assistants) all share four skills: operation monitoring, speaking, critical thinking, and active listening. Four out of five of these occupations also share these skills: complex problem solving, coordination, and service orientation.¹³

EDD also compared O*NET knowledge requirement data to the region’s top 25 jobs. Here, the only knowledge requirement shared by all 25 are customer & personal service and English language. The top 5 in-demand occupations also share education and training. Four out of five in-demand occupations (excluding Medical Assistant) require knowledge in mathematics, and four out of five (excluding Heavy and Tractor Truck Drivers) require knowledge in clerical work. Other knowledge widely valued across the top jobs include administration & management and computers & electronics.¹⁴

These data are an important starting place in the collaboration with employers. The collaborative efforts in each individual area and through the regional sector partnerships, is central to the East Bay Region’s strategy to ensure businesses have access to the rightly skilled workers they require to flourish. Additionally, the individuals acquire the education, training, and certifications necessary to attain both their career and income aspirations.

¹³ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf>, page 10

¹⁴ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf>, page 11

vi. **Other Workforce Development Activities**

The East Bay region has a wealth of education and training providers, including 38 school districts, five community college districts, 12 community colleges, and a broad range of community based organizations providing adult education and occupational skills training. The [East Bay Works web site](#) provides a portal to the region's workforce development activities.

a. Regional System Strengths

The East Bay regional partners have a long standing shared commitment to collaboration; one that predates any legislative requirement. Among the region's strengths is its **EASTBAYWorks**, which connects 14 America's Job Centers (AJCs) for both employer and job seeker customers and facilitates collaboration between the region's workforce system and key partners in industry, education, and economic development. This collaborative has accelerated the implementation of sector and career pathway strategies within the AJCs; aligned training and development efforts for direct service staff; and facilitated the continuous evolution of the system as labor market dynamics and employer needs have shifted. Other regional workforce development efforts include, but are not limited to, the Strong Workforce Program led by the Bay Area Community College Consortium and the sector-driven partnerships in advanced manufacturing, healthcare, transportation and logistics, information and communications technology, and biomedical/biotechnology. Additionally, California's [Adult Education Block Grant](#) supports four consortia of adult education providers in the East Bay Region: the [Contra Costa Adult Education Consortium](#), the [Northern Alameda Consortium for Adult Education](#), the [Chabot-Las Positas/Mid-Alameda County Consortium](#), and the [Southern Alameda County Consortium](#). Collectively, these consortia are working to ensure all adult education students acquire the knowledge required to make a successful transition to post-secondary education, credential programs, and/or the workforce.

b. Regional System Opportunities for Continuous Improvement

The East Bay regional partners are committed to continuous improvement of outcomes for their customers. They have identified three shared priorities – common operational practices, strategic service alignment, and enhanced regional tracking – that they are organizing to pursue in 2017. Local efforts that have the potential for regional scaling include pilots that explore how human-centered design strategies can enhance the way services are delivered. In addition to the efforts noted above to enhance employment outcomes for individuals with disabilities and to increase the educational attainment rates for the 1.1 million residents who currently lack a post-secondary credential, the region recognizes the need to provide a broader range of services to others who have persistent barriers to employment, including the re-entry population, as well as to develop new strategies so the system can best serve Gig Economy (1099) employees. Finally, the region recognizes an opportunity to expand professional development activities beyond **EASTBAYWorks** staff to its community-based and other service delivery partners.

C. Regional Sector and Career Pathway Strategies

In 2013, the East Bay Economic Development Alliance, in partnership with Alameda County Workforce Investment Board, Contra Costa Community College District, Peralta Community College District, Oakland Workforce Development Board, Richmond Workforce Development Board, and the Workforce Development Board of Contra Costa County, commissioned a Special Report on the East Bay Workforce. This study, a follow up to 2011's *Building on Our Assets*, looked at the workforce in the context of East Bay's post-recession economic recovery. The goal of the report was to help the boards and their community college partners "understand and adapt to these [economic] shifts and to be better connected with regional employers to ensure a dynamic, adaptive, workforce system that ensures the competitiveness of workers and employers alike."¹⁵

This research and analysis served as the foundation for the current generation of regional sector and career pathway initiatives, augmented by intelligence gathered directly from employer partners and bolstered by the ongoing data that is generated by the partner boards, the State of California, and through myriad collaborative efforts that support strengthening the East Bay region's workforce and economic prosperity.

i. Regional Sector Partnerships

Among the legacies of the *Special Report* are the five (5) regional sector initiatives currently operating in East Bay focusing on: advanced manufacturing, healthcare, information communications technology, transportation and logistics, and biomedical manufacturing. This sector-focused work provides the framework to:

- Actively engage employers in defining the workforce education and training required to support growth in their respective industries;
- Create workforce initiatives that align to business needs, and assess their impact in full partnership with industry employers, as well as education and training partners;
- Develop tools and resources that support education, training, and social service providers, as well as **EASTBAYWorks** staff, in helping their customers navigate the region's complex labor market; and
- Provide a foundation to leverage public and private resources to impact the region's economic future.

Each partnership has its own identity, rather than existing as a project or initiative of a larger organization. Another important characteristic of each partnership is the individual selected to staff and guide it – and in each case, that person has credibility in the sector, a network of strong relationships essential to effectively carry out the work, a commitment to working collaboratively, and a passion for the mission of their partnership.

¹⁵ http://eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report_Workforce_May_2013.pdf, About this Report



ebamp.org



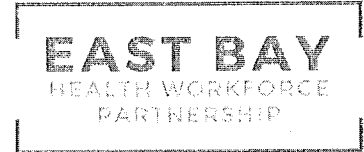
biomedmfg.org



ebtlp.org

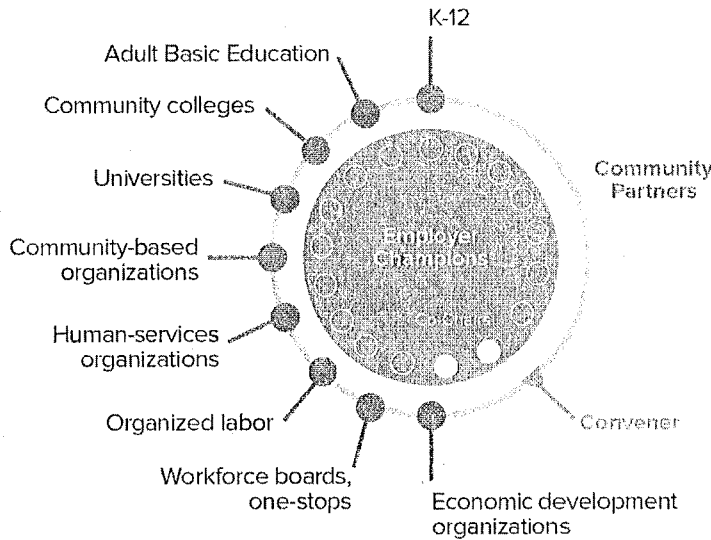


eastbayitc.org



ebhwp.org

Each sector partnership has evolved on its own unique trajectory, evolving based on the needs and priorities of the employers that drive it. This evolution is assured by the Collaborative Economics model the region has embraced to launch and support partnerships with clusters of companies at their center.

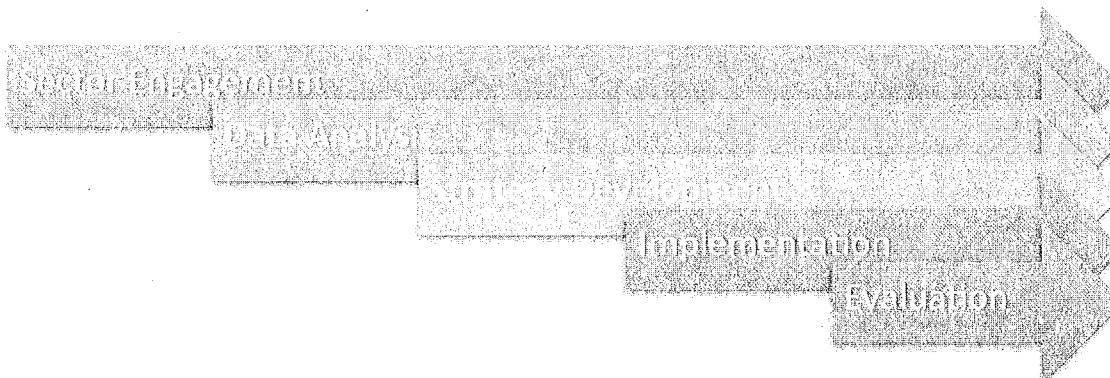


Collaborative Economics sector convening model

Because of their

shared genesis, the

partnerships are all moving forward along a common continuum:



The following tables briefly summarize the work of the individual sector partnerships in each of these phases.¹⁶ These partnerships have all launched in the last three years, with East Bay Health Workforce Partnership and the Information and Communications Technologies Partnership launched in 2016. Of note, the Biomedical Manufacturing Network is somewhat unique in that it focuses on providing business assistance and technology transfer in addition to workforce development; the other partnerships are more directly focused on the workforce issues experienced by their industry partners. Additionally, each partnership is connected to a college-based sector navigator, supported by the California Community College's Doing What Matters for the Jobs and the Economy Initiative.

¹⁶ These synopses do not do justice to the full scope of work being carried out by each of these partnerships. For a more complete picture, please visit their respective websites.

Table #1 – Sector Engagement



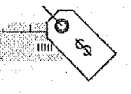

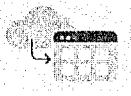

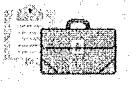
Partnership	Summary
East Bay Advanced Manufacturing Partnership	<p>The East Bay Advanced Manufacturing Partnership (EBAMP) convenes manufacturing leaders who are committed to leveraging advanced skills, technologies, and creativity to ensure continuing competitiveness and growth for East Bay manufacturing. As of December 2016, there were 722 individual members – a 20 percent increase over December 2015. The partnership credits its growth to the Make it! Move it! Summit (which it hosted in collaboration with the EBTLP – see below), greater visibility overall over the past year, their commitment to employer driven sector partnerships, and to being able to understand the employer context and employer history within an industry and build stronger more valuable relationships.</p>
East Bay Health Workforce Partnership	<p>The East Bay Health Workforce Partnership (EBHWP) works with regional employers, and community and education leaders to meet the workforce needs of employers, expand opportunity for residents, and strengthen the regional economy. The EBHWP's core are the 14 major healthcare employers in the region, and is beginning to work with specialized providers in the region to ensure there is a qualified workforce available to ensure quality care in all aspects of the health continuum.</p>
East Bay Information Communication Technology Partnership	<p>The East Bay Information Communication Technology partnership (EBICTP) is comprised of regional business leaders and community partners working together to increase economic growth and prosperity in the East Bay region. This partnership is the newest of the five and was officially launched in January 2016. The industry is both complex and diverse, requiring an intentional engagement strategy. Currently, there are 19 employer partners, all of whom represent companies that (1) dominate their respective field and (2) are committed to acting as civic entrepreneurs and industry champions for the partnership and its initiatives.</p>
East Bay Transportation and Logistics Partnership	<p>The East Bay Transportation and Logistics Partnership (EBTLP) mission is to serve as a platform for companies involved in transportation and logistics to jointly set priorities, and work together with public sector partners to take action to address regional workforce needs in the industry. The EBLTP “envisions the East Bay of the San Francisco Bay Region as part of a globally competitive manufacturing and distribution center that is supported by a talented workforce, world-class infrastructure, and public policies that support efficient goods movement.” The EBLTP’s vision and mission allows the partnership attract and engage top industry employers and serves as a basis for engagement in roundtable discussions to identify industry priorities and collaborate to reach solutions. The EBTLP is currently comprised of 100 transportation and logistics companies, and about 80 organizations committed to the EBTLP mission.</p>

Partnership	Sector/Year
Biomedical Manufacturing Network	The Biomedical Manufacturing Network (BMN) is convened by a partnership of regional entities focused on building a biomedical manufacturing network for business assistance, technology transfer, education and training, and economic development. The BMN is unique among the five current partnerships in that it provides direct business services to its partner companies. Of the over 700 such biomedical companies in the region, the BMN has collected information on all of the companies and has provided some level of services to over 200 of these companies. An important activity for the BMN is hosting "meet ups" to bring the sector together. These events have been highly successful in enabling connections between companies, employees, and the public sector.

The Power of Partners

Founded in 2016, the East Bay Information and Communication Technologies Partnership has engaged with leading business and community partners to create a comprehensive workforce strategy for this complex sector. As of January 2017, there are 50 active members in the partnership.

East Bay ICT Partnership Business Champions

<p>Energy/Utilities Chevron</p> 	 <p>Bank/Finance Wells Fargo</p>
<p>Retail Cost Plus World Market.</p> 	<p>Government Alameda County ITD, Laurence Livermore Labs,</p> 
<p>Tech Navis, Pandora, Pivotal Labs, Popsugar, Workday, SparcIt</p> 	<p>Health Care Kaiser Permanente, OnLok, CCCounty Health Services,</p> 
<p>Staffing/Consulting Decitech, TEKSystems, Proactive Business Solutions, Intivix, Robert Half Technology</p> 	<p style="border: 1px solid black; padding: 2px; display: inline-block;">Confirmed Partners (19)</p>

East Bay ICT Partnership Community Partners

<p>Education Contra Costa, Peralta (Alameda, Berkeley, Laney, Merritt), ICT Sector Navigator, Contra Costa High Schools,</p> 	<p>CBOs The Stride Center, Hack the Hood, Urban Strategies Council, Opportunity Junction, The Hidden Genius Project, East Bay College Fund, CTN Bay Area, Tech Exchange, OCCUR, East Bay Broadband Consortium, NPower</p> 
<p>Workforce Boards Contra Costa, Alameda, Richmond, Oakland</p> 	<p>Industry Groups East Bay EDA, East Bay Leadership Council, Oakland Chamber of Commerce</p> 
<p>Other California Emerging Technology</p> 	

Table #2 – Data Analysis

Partnership	Summary
East Bay Advanced Manufacturing Partnership	<p>The EBAMP has published three studies about advanced manufacturing in the East Bay region, which guide current strategy:</p> <ul style="list-style-type: none"> • <u>Made in the East Bay: A Study of Advanced Manufacturing in Alameda County</u> • <u>Advancing Manufacturing in Contra Costa County, 2013</u> • <u>Job Opportunities in Advanced Manufacturing, Contra Costa County, 2013</u>
East Bay Health Workforce Partnership	<p>EBHWP, launched in 2016, consulted two primary reports in shaping its work:</p> <ul style="list-style-type: none"> • <u>East Bay EDA 2016 Health Care Patterns and Project in the East Bay</u>, which can be accessed at https://www.ebhwp.org/research • <u>California Hospital Association: Roadmap for Creating a Healthcare Work-Based Learning Program Report</u> <p>This foundational information was further refined through surveys and interviews with the 14 core members of the partnership. Three groups of employees were identified as being the most in-demand positions in the industry: Primary Care Physicians, Mental Health Workers and Medical Assistants and Community Health Workers. This work is captured in <u>The East Bay Health Workforce and Diversity Needs; Summary of Employer Interviews</u>, produced in late 2016.</p>
East Bay Information/Communication Technology Partnerships	<p>To best understand the diverse nature of sectors that fall under the ICT umbrella, the EBICTP has collaborated with the <u>California Community Colleges Economic and Workforce Development Center of Excellence</u> based at San Francisco City College to access <u>Burning Glass</u> data. This labor market information is then validated and enhanced by partnership member companies to inform strategy.</p>
East Bay Transportation and Logistics Partnership	<p>In 2015, EBTLTP published <u>Keeping East Bay Moving: A Study of Transportation and Logistics Sector</u>. This report scoped the full impact of the industry on the region (144,000 jobs, representing about 12 percent of the regional economy), and included a comprehensive set of workforce strategies to be pursued by the partnership. In addition, the EBTLTP collects qualitative anecdotal employer feedback on an ongoing basis through surveys, interviews, and individual check-in calls with employers.</p>
Biomedical Manufacturing Network	<p>In 2014, the BMN and the BayBio and Biocom Institutes published <u>Talent Integration: California Workforce Trends in the Life Science Industry</u> to guide workforce activities in the sector. BMN, in its work directly with companies, regularly translates workforce information into actionable intelligence, and collaborates with the region's workforce boards and educational institutions to develop appropriate interventions to address the specific workforce needs of East Bay employers.</p>

Table #3– Strategy Development

EBAMP has three goals: growing and sustaining the partnership, enriching the applicant pool, and improving long-term sector growth. As outlined above, the partnership ended 2016 with 722 members, as well as a sustainability plan. To enrich the applicant pool, EBAMP has worked with a range of providers (including those serving Veterans) to enhance recruitment, training, internship and apprenticeship programs, as well as supported the development of new training programs endorsed by partnership companies. EBAMP was also instrumental in launching the second Dream It. Do It. chapter in California, which exposes young people to careers in the industry. Additionally, with the EBITCP, EBAMP co-produced Make It & Move It: East Bay Manufacturing and Logistics Summit.

The EBHWP was established in 2016, and has recently identified three in-demand career pathways: primary care physician, medical assistants and community health workers, and mental health workers. Work groups have been organized to address each of these pathways; the groups focused on the first two began work in late 2016 and the group focused on mental health workers will commence in early 2017. These work groups will develop strategies to begin ameliorating challenges the industry is experiencing in finding and retaining rightly skilled talent in these three areas.

The EBITCP was launched in 2016, in its inaugural year had focused on raising awareness and creating a foundation for employer-led action teams to guide the development of strategies. While specific strategies are still under development, the EBITCP has begun more general work to document career pathways, with a specific focus on connecting disadvantaged populations and youth to the industry and supporting these efforts through collaboration with the **EASTBAYWorks**, community based organizations, community colleges, and other institutions/organizations that serve job seekers who might not traditionally be exposed to the career opportunities in the ICT sector.

The EBTLP leverages two business-led Action Team to develop strategies involving advancing infrastructure and talent priorities in industry. The Infrastructure and Public Policy Team works with policymakers to exercise leadership in making the East Bay and surrounding mega-region a globally competitive hub of manufacturing and distribution, supported with necessary land, road, rail and water freight corridors. This goal is supported by the Partnership's co-production (with EBAMP) of the Make It! Move It! Summit. The Talent Team focuses on growing the sector's workforce, with increasing awareness of the career pathways into and up through the industry. The Talent Team is currently developing a logistics career awareness program for young adults (ages 16-24) in the Oakland Unified School District, and anticipates having the program in place by June 30, 2017.

BMN has a multi-pronged approach to strengthening the industry in the East Bay. Related to education and training, in January 2017 the Partnership compiled the top 10 skills for entry-level biomedical engineers, which came out of over 100 interviews with managers throughout 2016. This insight is being shared with workforce and education partners, with the long-term goal of ensuring all programs that are feeders into the industry include these critical competencies.

Table #4 - Implementation

Partnership	Summary
East Bay Advanced Manufacturing Partnership	In 2017, EBAMP will build on its strong foundation to successfully implement Dream It. Do It. (DIDI) To date, nearly a dozen companies have committed to serving as DIDI Ambassadors to inspire young people to pursue careers in the industry. Another priority is to build closer collaborations with other organizations that are committed to the industry in ways that are complementary to EBAMP's.
East Bay Health Workforce Partnership	The EBHWP has accomplished a great deal in its first year, including: documenting priority regional workforce needs; bringing employers together to collaborate to address persistent, shared workforce issues; connecting with Earn & Learn East Bay to introduce young people to the industry; holding its first "Fishbowl" event where industry employers share their workforce needs with education partners; leading an effort to streamline the on-boarding and clearance process to reduce the time it has traditionally taken from the hire date to the start date to benefit both employers and workers; and connecting to and learning from the region's other sector partnerships and career pathways programs.
East Bay Information Communication Technology Partnership	The EBITCP launched two action teams in November 2016. The first action team is focused on building opportunities for experiential learning, and is working to create a model with clear standards for candidate incoming skills, expectations for workplace learning impact, and launching pilot programs with an eye toward scale and replication. The second action team is focused on building community awareness of ITC careers and enabling connections between job seekers and employers, and will work on identifying event-based strategies to bring together job seekers and industry employers and identifying digital platforms that connect job seekers to regional opportunities for internships and job shadowing.
East Bay Transportation and Logistics Partnership	The EBLTP's Talent Action Team has worked with education and public agencies, including the region's workforce boards, to embed employer-defined competencies into training curricula; connect employers to benefits, such as tax credits, that encourage them to hire disconnected populations such as ex-offenders and individuals on public assistance; and to expose young people to careers in the sector.

Partnership	Summary
Biomedical Manufacturing Network	The BMN is currently partnering with California State University – East Bay to introduce women of color to the industry through internships and UC Berkley to continue its successful bio manufacturing-to-market internship program. In 2017, BMN anticipates partnering with educational institutions with biomedical engineering programs to ensure curricula develops student competencies in the 10 skill areas managers identified. (See “Data” above.)

Table #5 - Evaluation

Partnership	Summary
East Bay Advanced Manufacturing Partnership	As of this writing, EBAMP is considering five goals (stated as “desired states”) with a range of evaluative measures – for example, “manufacturers are hiring enough qualified candidates for open positions” would be measured by utilization of training funds, positions filled compared to openings, and Veterans hired. Similar metrics are proposed for the other four strategies. Additionally, the annual Make It! Move It! Summit is designed to, in part, gather qualitative feedback about the collective impact of both EBAMP and EBITC-inspired or led initiatives.
East Bay Health Workforce Partnership	The EBHWP has the benefit of a concentrated group of employers providing most of the healthcare jobs in the region, and has thus far found that employer feedback through interviews, surveys, and meetings to be an effective strategy to collect evaluative information. As the Partnership begins to shape and implement strategies, it anticipates it will use more formal methods to collect qualitative and quantitative data to assess impact, and to guide continuous improvement.
East Bay Information Communication Technology Partnership	EBICTP anticipates developing a formal evaluation strategy in 2017, and expects it will include assessment of the impact of its work on employers’ talent pipelines, as well as how effective it has been in connecting disadvantaged populations – and particularly opportunity youth – to careers in the industry.
East Bay Transportation and Logistics Partnership	The EBTLP currently assesses its own effectiveness through qualitative anecdotal employer feedback through surveys, interviews, and individual check-in calls with Partnership members. As it implements new strategies, such as the Talent Team’s career awareness program slated to be implemented by June 30, 2017, it will begin gathering more quantitative data. Additionally, the annual Make It! Move It! Summit is designed to, in part, gather qualitative feedback about the collective impact of both EBAMP and EBITC-inspired or led initiatives.

Partnership	Summary
Biomedical Manufacturing Network	The Biomedical Manufacturing Network (BMN) evaluates its work at the company and partnership levels. At the company level, BMN assesses: funding the Network has helped the company raise (or funding the company raised because of BMN assistance); employment growth as a result of BMN assistance; and revenue growth as a result of BMN assistance. In the aggregate, BMN assesses overall job growth among the businesses it has assisted; the number of introductions to capital investors; and the number of connections it has facilitated between biomedical manufacturing companies and potential customers.

ii. Regional Career Pathways Strategy

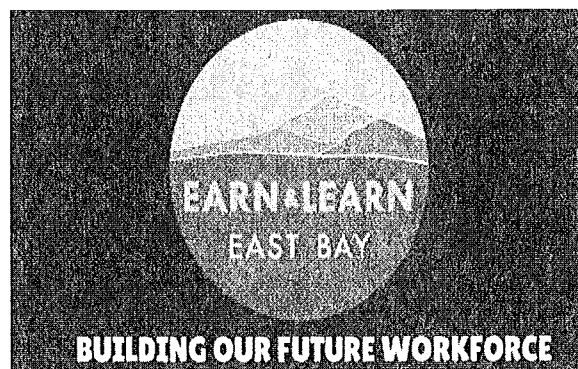
In addition to the sector partnerships, the East Bay Region is home to another signature model: Earn & Learn East Bay (E&LEB).

E&LEB is a brand that serves as an umbrella to organize and maximize the impact of the region’s work-based learning activities; the overall purpose of these programs is to align education and industry in support of economic mobility strategies for youth and young adults. It takes collaboration to a new level, creating alignment between eight workforce and economic development initiatives, ten school districts, and a university. Under the auspices of E&LEB, a regional work-based learning system is being implementing among all twenty-five partners through three key strategies.

1. Integration of multiple youth-focused programs across multiple partners and process.
2. Marrying extensive work already accomplished in talent pipelines with new career pathways initiatives designed to minimize redundancy and maximize effectiveness.
3. Organizing workforce resources to increase the number of meaningful work-based learning opportunities with the region's employers, who previously had no single point of contact with the system to engage in youth-focused initiatives.

The development of the Earn & Learn East Bay (ELEB) model was spearheaded by the Workforce Development Board of Contra Costa County, which acts as the employer-facing intermediary for the Diablo Gateways to Innovation Consortium, funded by the Career Pathways Trust (CPT) and further described below. Earn & Learn East Bay started as the name of an event, designed to engage employers in providing work-based learning experiences for youth. Over time, the ELEB brand became synonymous with employer-based opportunities for youth in the region, and a way to braid together several youth-focused funding streams to provide multiple engagement points for employers and access points for young people. Under the DGI, a group of 40 connectors was created to implement consistent standards of practice, and organize resources at their respective institutions (primarily school districts, college, and community organizations) to scale the program. This groundbreaking work enabled more seamless implementation of other CPT grants in the region, and ultimately to a set of shared definitions, standards of practice, and indicators of success. Now a region-wide effort, the basic employer and youth-facing infrastructure is being implemented under two additional CPT grants – the East Bay Career Pathways Consortium and R4 – as well as supported by other significant investments.

- The Diablo Gateways to Innovation Consortium is focused on implementing a regional approach to Career and Technical Education (CTE) that benefits students and employers, as well as expanding and strengthening partnerships among K-12, community colleges, workforce boards, and employers in support of career pathways. The consortium is comprised of 10 school districts across three counties, CSU East



STUDENTS

1,100

in Contra Costa County participated in Earn & Learn East Bay activities and opportunities in the past year.

709

GUEST SPEAKERS

students participated in guest speaker engagements.

INTERNSHIPS

196

students and young adults participated in on-the-job internship and work experiences.

32

WORKPLACE TOURS

students participated in a workplace tour in the past year.

EMPLOYERS

82

employers have been actively engaged in work based learning opportunities in Contra Costa County.

This information was collected as of January 2017 for the purposes of the Diablo Gateways to Innovation grant.

Bay, and Alameda and Contra Costa Offices of Education. The goal of the work is to strengthen career pathways into the advanced manufacturing, information and communication technology, and health and bioscience industries. *The Contra Costa Workforce Development Board is the employer-facing intermediary for this work.*

- The East Bay Career Pathways Consortium (EBCPC) is focused on reshaping the East Bay K-14 educational system around four career pathways: information communications technology and digital media, health and biosciences, advanced manufacturing and engineering, and public services and law. Partners include 11 school districts, six community colleges, two regional occupational programs, the Alameda County Office of Education, business partners, and the region's four workforce boards. The EBCPC supports interlocking regional communities of practice that build and strengthen career pathways; develop sequences of work-based learning experiences and engage a larger number of employer partners; and foster more seamless transitions from K-12 to college and from college to work. This project is managed by the Peralta Community College District, and *the Oakland board is the employer-facing intermediary for this work.*
- The EBCPC has expanded its work with a second grant – R4 (also sometimes referred to as CPT2) – designed to link court-involved youth, as well as attending community and alternative schools, to the career pathways developed by the East Bay Regional Consortium. The focus of the R4 Consortium is to create an aligned system so that every youth in Alameda County has multiple entry points into career pathways. The R4 Consortium supports Project Pathways. Project Pathways' mission is to build accessible, engaging, accelerated Career and College Pathways that are aligned with regional employment needs to ensure the success of all members of the R4 community. The Alameda County Office of Education is the fiscal lead for R4, which is led by an Executive Operating Board that includes representatives from secondary education, post-secondary education, probation, social services, community based organizations, industry, and the EBCPC, as well as the workforce development boards. *Contra Costa is providing the technical assistance and support for this project.*

Leveraged Investments

Earn & Learn East Bay has served as a catalyst for collaboration, to the benefit of the region's youth, employers, educators, and providers:

- With the three CPT grants, the staff teams are actively partnering and learning from one another, sharing and implementing the highest-impact strategies.
- This aligned regional strategy has significantly reduced the complexity for regional sector partnerships interested in engaging in youth-focused programming; for example, ELEB has received funding from employers and business organizations to manage internships in

There are several programs that have been brought into the E&LEB model, enhancing the benefit to employers and the outcomes for young people. Below are two examples.

Phillips 66: Thanks to a generous donation from the company's refinery in Rodeo (Contra Costa County), 20 local teens annually participate in E&LEB, gaining work-based learning experience as interns with East Bay's Regional Parks and Municipal Utility Districts, and public libraries.

Oakland Housing Authority: Each year, OHA grants the Oakland Workforce Development Board \$450,000 to provide over 250 OHA residents ages 16-21 with a blend of E&LEB-informed services, including work-based learning experiences and wrap-around pre-employment and workplace skills training.

the advanced manufacturing sector, in collaboration with the EBAMP.

- Career pathways that have been mapped by industry through the sector partnerships are informing the ELEB work, and vice versa.
- The employers involved in sector partnerships can seamlessly engage with ELEB to provide work-based learning experiences, and employers involved in ELEB can be referred to the appropriate sector partnership should they be interested in deepening their contributions to the region's economic growth.
- The Bay Area Community College Consortium has pledged to help sustain and grow ELEB by aligning its Strong Workforce work with the ELEB model.

The success of the five regional sector partnerships and Earn & Learn East Bay are possible because of the region's workforce boards' deep commitment to working together, leveraging resources, and sharing and scaling practices that maximize the workforce system's impact on the growth and prosperity of the East Bay Region, its residents, and its businesses.

Earn & Learn East Bay & Salesforce

To support the E&LEB campaign, a Customer Relationship Management (CRM) has been developed using the Salesforce platform to better engage and track employer involvement. The goals are to move toward having a single point of contact for employers; improve the distribution of work-based learning opportunities among schools, colleges and community organizations and provide more precise data on activities and outcomes.

D. Industry-Valued Post-Secondary Credential Attainment

In the East Bay Region, 55 percent of residents have not yet acquired a post-secondary credential, which hinders their economic mobility and restricts the supply of rightly skilled workers necessary for industries to grow. The partners recognize significantly increasing the percentage of older youth and adults with such a credential is at the core of any systemic workforce solution, and are pursuing the achievement of this goal on several fronts.

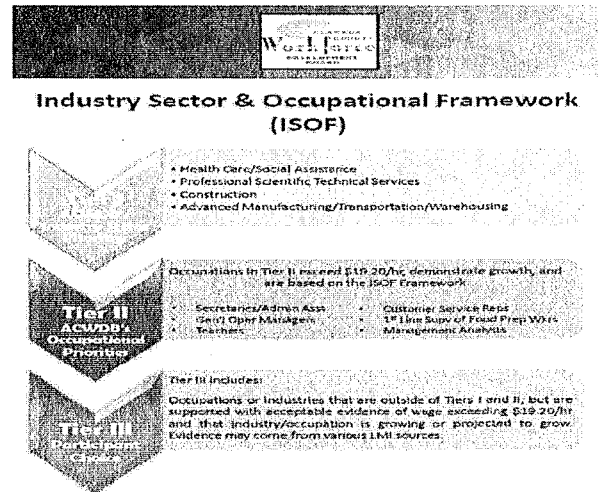
- **Employer-defined competencies.** As described elsewhere in this report, industry is leading region-wide work in five leading sectors: advanced manufacturing, healthcare, information and communications technologies, transportation and logistics, and biomedical. These efforts all involve the identification of the core competencies required by those industries, starting with the jobs where there is the most acute demand. Additionally, these partnerships all work with a community college-based Deputy Sector Navigator who is explicitly charged to ensure those core competencies are embedded in career and technical education and degree-granting programs.

Labor market information suggested an unmet demand for medical assistant training, with over 1,300 job openings with an average hourly wage of nearly \$30/hour. **Jewish Vocational Services** validated this data with **John Muir Health** and partnered with the Contra Costa Workforce Development Board to deliver training customized to John Muir Health's specific needs. Slots in this program were made available to the other workforce boards in the region.

The nine-week program is followed by a four-month paid internship at John Muir Health. Graduates are employed an average of 38.4 hours a week, and earning an average starting wage of \$20.60/hour.

The project started its fourth cycle in January 2017.
- **Employer-validated competencies.** There are several other regional efforts underway, including the Career Pathway Trust projects and Strong Workforce, that have identified occupations and job clusters through data analysis that are not connected to – or current priorities of – the sector partnerships. For example, the East Bay Career Pathways Consortium is focusing on public service and law among its occupational clusters, which is in demand but falls outside the five sector partnerships. The Strong Workforce Regional Joint Ventures Partnership identifies pockets of unmet need and brings together workforce and education partners with industry experts to address those needs in real time. In these cases, employers are convened specifically to validate the competencies suggested by the data.

- Informed Choice.** Much has been documented regarding the flow of information among employers, workforce development, education partners, economic development, and community organizations. However, individual choice is a fundamental principal of the workforce development system, and the partners recognize that the individual must have access to consumable and actionable labor market intelligence to make the informed choices that will enable them to acquire the right credential for them. To this end, **EASTBAYWorks** is at the nexus of the region's service delivery strategy, and the regional infrastructure established and maintained by the four partner workforce boards is the vehicle that ensures system customers have access to the tools they need to select the appropriate pathway for them. The Alameda County Workforce Board is implementing the Industry Sector & Occupational Framework (ISOF – see graphic to the right) to support **EASTBAYWorks** staff in helping their customers select an in-demand career pathway, which has the potential to be used as a tool throughout the region.



- Accessibility.** Education and training providers are closely connected to the sector partnerships. Their role in those partnerships is to translate employer competency requirements into program offerings that result in the attainment of the knowledge, skills and abilities employers require. In addition to offering such programs through traditional education and training providers, the partners are piloting on-line options available through national providers that result in validated industry certifications. The partners also recognize that residents will acquire knowledge, skills, and abilities through a range of programs and experiences. For example, through Earn & Learn East Bay thousands of young people are engaged in work-based learning. There is strong regional interest in expanding other blended learning approaches, including apprenticeships. The common thread for these and all other investments made by the regional partners is they are driven by real-time demand articulated and validated by employers.
- Upward Mobility.** The region is fortunate to have a strong system of adult education, supported by California's Adult Education Block Grant (AEBG). In addition to deep local partnerships among the workforce boards and their respective AEBG providers, those providers are actively engaged in the sector partnership work and the Strong Workforce initiative. These levels of engagement ensure adult education providers have the most current intelligence on the competencies valued by employers, and can embed those competencies – where appropriate – into curricula design and program delivery.

- **Stackable Credentials.** Among the major recommendations in 2013's *Special Report on the East Bay Workforce* is the expansion of programs that can be completed incrementally. This strategy is a particularly important in high unemployment communities where it is not always reasonable to expect a job seeker to have the resources necessary to commit to the longer courses of study that may be required to attain fully self-sufficient wages in their chosen field. Therefore, shorter-term programs that result in good jobs with the option to later pursue another credential or post-secondary degree provide an excellent alternative.
- **Continued Relevance.** Finally, the partners appreciate the economy can change rapidly – in-demand skills this year can become outdated next year, and new competencies required for jobs we have not heard of yet could mean an unanticipated and real-time shortage of rightly skilled workers. The close consultation with employers through the industry-driven sector partnerships is the best strategy to stay ahead of the curve; however, this work will continue to be supported by thorough and regular regional data analysis.

Currently, the partners track credential attainment supported with their core workforce funds administered in each local area, as well as through any other grants they manage. However, as the work around credentialing continues to mature, modalities of delivery expand to include on-line options and employer-based programs, and investments in credential programs are increasingly leveraged through other public and private sources – attracted by the work of the sector partnerships, career pathways initiatives, the Bay Area Community College Consortium's Strong Workforce initiative, and other local and regional efforts – the partners are aligned in their intent to explore ways they can

Metrix Learning is an online learning management system being piloted by both the Alameda and Contra Costa Workforce Development Boards, with an eye toward full regional implementation depending on customer utilization and employment outcomes. Metrix offers 5,000 self-paced training courses in 10 different career pathways. The system also offers several nationally recognized credentials, including Cisco, CompTIA, Microsoft Office Specialist, Microsoft Certified Technology Specialist, Oracle, Professional in Human Resources, Quick Books, and Six Sigma Black Belt/Green Belt.

Stackable Credentials in Action: Growing the Engineering Technology Workforce.

Las Positas College and its partners (Lawrence Livermore National Laboratory, NASA Ames, and the Alameda County Workforce Development Board) have developed a program in Engineering Technology specifically to meet local demand for high-skilled workers in that field. The program is designed for those who want a hands-on engineering career with a focus on mechanical technology in an applied setting, emphasizing mechanical engineering applications and developing an understanding of how engineering, technology and manufacturing principles are applied in practice. The program provides students with foundational knowledge in mathematics, critical thinking, problem solving, and engineering design, as well as skills in manufacturing, fabrication, and welding so that students can adapt to the ever-changing modern industrial workplace. Graduates of the program may assume employment as mechanical technicians, mechanical technologists, stationary engineers, or in other applied engineering fields and collaborate with scientists, engineers, designers and manufacturing professionals. Students may also choose to continue their education towards a degree in a related engineering discipline.

work with their counterparts in education to begin capturing regional data on credential attainment, regardless of how that credential is underwritten or delivered.

E. Inclusivity, Accessibility & Job Quality

The region's approach to connecting East Bay's population with those sectors and related pathways has been shaped – and continues to evolve – based on the unique issues and challenges faced by the individuals who are part of the region's untapped labor pool. This includes those who have not had the opportunity of fully realize their potential, such as the unemployed, those who have not yet acquired marketable or industry-recognized credentials or degrees, those who are struggling economically, Veterans who would benefit from assistance to make a transition to the civilian labor market, individuals with disabilities, non-English speakers and others who have not attained literacy levels necessary for economic success, youth and others who would benefit from work experiences to make career and education decisions, ex-offenders, and other groups that have traditionally experienced challenges successfully navigating a complex and rapidly evolving labor market.

Below is a snapshot showing the scope for the challenge in the East Bay Region:

- Nearly 125,000 youth between 18-24 have less than a 9th grade education, and over a quarter million adults in the region lack a high school diploma.
- Over 150,000 individuals live in a single-parent household.
- Over 400,000 residents speak English less than "very well."
- In Alameda County alone, over 375,000 residents have a criminal record. In Contra Costa County, there are 3,200 residents currently on probation.
- Over 3,000 youth are in foster care in the region.

Fortunately, one of the region's greatest assets is the rich tapestry of community based organizations with the commitment to and success in supporting high-need and historically disadvantaged groups to attain their career aspirations. Such groups are a key part of the sector partnerships and career pathways programs described in the previous section, and have played a leading role in both informing and developing service strategies that are an integral part of the region's approach to workforce development services. At the programmatic level, the region's community based organizations are oriented toward delivering services at the local level, which is practical for two primary reasons: (1) with few exceptions, the region's community based organizations have a geographic focus that do not encompass the full East Bay region, making it logistically impractical for clients or students living across the region to be served in a single program and (2) funding and contracting for workforce programs is the responsibility of each local area. Each of the four local areas support and/or collaborate with programs focused on the unique workforce development needs of opportunity youth (18-24), foster-care youth, youth with disabilities, ex-offenders, adults with disabilities, and Veterans. Additionally, Contra Costa closely collaborates with programs that assist migrant and seasonal farmworkers.

While the boards fund locally, there are region-wide service partners. An important example of this in the East Bay are the four SparkPoint Centers operated by the United Way Bay Area, and underwritten by several major corporations. The centers are service hubs, created in 2009 with the mission to reduce poverty and help individuals achieve financial security. These centers – located in Bay Point (Contra Costa County), Fremont (Alameda County), Oakland and Richmond, as well as in other places across the Bay Area – are critical points of contact for individuals to become connected to workforce resources, including regional sector and career pathways programs.

In addition to the local areas' partnerships with SparkPoint Centers, there are several key strategies East Bay's regional partners leverage to ensure that all in-need populations have access to the best possible service strategies, regardless of where they reside.

- **Sector Strategies.** Community-based organizations are actively engaged in individual sector partnerships. These groups are central to bringing the voice of the region's residents into the discourse about how to develop the skilled labor pool necessary to the region's growth, as well as being ideally positioned to link their clients to the credential programs that best meet their needs. In fact, the East Bay Information and Communications Technology Partnership is convened by the Executive Director of the Stride Center, a non-profit organization that aims to train and prepare low-income individuals for careers in the technology field. Further, as each sector partnership evolves, they are beginning to pursue strategies that focus on sub-groups of the population. For example, the East Bay Advanced Manufacturing Partnership has focused on creating workforce development programs that specifically target veterans, and with the launch of Dream It! Do It! is expanding its core work to engage young people in manufacturing careers.
- **Earn & Learn East Bay.** Connecting young people – particularly those that are at-risk – to meaningful work experiences is a central tenet of the Career Pathways Trust-funded initiatives, as well as the other investments that fall under the umbrella of Earn & Learn East Bay. Scores of community and education partners are engaged to ensure vulnerable young people are identified – at their schools, in the community, or in placement – and connected to the right opportunity to help them get the right start along a career pathway.
- **EASTBAYWorks Network of American Job Centers.** EASTBAYWorks is the region's network of 14 America's Job Centers of California, and comes together regularly to share best practices, align services, and share data to ensure all job seekers have access to the programs and services that best address their individual needs and help them achieve their career aspirations. Currently, the Operations Managers from across all four local areas in the region have begun work on a shared database of programs, and will begin piloting a cross-referral strategy in 2017 to connect customers, where appropriate, to programs in other local areas within the regional network. The Centers also are the central point of service for individuals enrolled in CalWorks (California Work Opportunity and Responsibility to Kids), a statewide, county-operated program that supports intensive workforce development services for adults receiving public benefits. A benefit of this structure is that CalWorks participants can be seamlessly connected to the most appropriate career-oriented training or education program following their CalWorks participation.

- **Best Practice Replication.** All the regional partners are currently engaged at the local level in a range of efforts to address the unique workforce needs of targeted groups, including individuals with disabilities in collaboration with local Department of Rehabilitation partners. Another area where there has been a great deal of focus is on the re-entry population – as noted in the Career Pathways description, one of those grants (R4, also known as CPT2) is organized to serve that population regionally. The sidebar describes local efforts to develop and test strategies to better serve this group, with an eye toward sharing the most effective practices region-wide.

An example of a locally based programming strand that is closely connected to and aligned with regional strategies is adult education. There are four Adult Education Consortia in the East Bay Region (three in Alameda and one in Contra Costa), funded by California's Adult Education Block Grant with the purpose of implementing regional plans for adult education. In the case of these consortia, the regions are defined differently than the region is defined for workforce development. Therefore, the partnerships are with the respective local areas, who help inform the individual consortia's planning process using the labor market intelligence derived from regional sector and career pathway efforts. Additionally, all the consortia in the East Bay region are actively engaged, along with the region's workforce boards, in the Bay Area Community College Consortium's Strong Workforce initiative.

The East Bay Region's current generation of workforce-related initiatives are focused on ensuring all residents the opportunity to acquire the skills, knowledge, and credentials required to attain economic self-sufficiency. For the vast majority of East Bay residents, ultimately achieving this requires full-time employment, equitable wages, and benefits. The Regional Economic and Background Analysis section of this plan includes data on the average median household income (\$76,787) compared to the self-sufficiency standard for a family of four (2 working adults, 2 children), which is \$72,820 in Alameda County and \$71,711 in Contra Costa County, as calculated by the United Way of the Bay Area in 2015.

The opportunity, therefore, is to focus on developing on-ramps and upward mobility in industries and with employers, where attaining a true living wage in the East Bay is not just possible, but probable. Additionally, these jobs – at least those on the first rung – must be attainable with a credential or Associate's degree, rather than years of post-secondary education.

Re-Entry Initiatives Across the East Bay

There are several programs underway focusing on better meeting the workforce development needs of the re-entry population. Beyond the Gates, supported by a US Department of Labor Linking to Employment Pre-Release (LEAP) initiative grant to the Alameda Workforce Development Board, is underwriting the development of a Career Center at Santa Rita Jail and work to integrate that center with the **EASTBAYWorks** network of centers to facilitate a seamless pre-release to post-release transition, including pre-release job counseling and support services. A US Department of Labor project in Contra Costa, which was recognized by the White House Human Centered Design Challenge, has engaged professionals representing the board, the career centers, business services, adult literacy, TANF, Vocational Rehabilitation, housing, and probation to improve access to resources for formerly incarcerated individuals. Contra Costa also recently co-sponsored The Second Chance Summit (December 8, 2016), the first event of its kind in California, to equip businesses with the tools necessary to develop or enhance their ability to successfully employ people with criminal backgrounds. Supporting these types of efforts, Richmond has a re-entry focused American Job Center, and all four boards have multiple partnerships with legal advocacy groups and community-based organizations dedicated to advancing these

2013's *Special Report on the East Bay Workforce* brought the concept of occupational tiers into the region's discourse, and provided a framework to explore issues of job quality and advancement. The East Bay region has a plurality of Tier 2 occupations – that is, those that have historically provided most middle-wage, middle skill positions. Across the US, and in the East Bay, these occupations have been declining for the last several decades due to automation and outsourcing, but nonetheless provide substantial opportunity for job seekers in the region. This is particularly true as replacement jobs in the East Bay outpace new job creation 3 to 2.¹⁷ Therefore, even occupations that are not growing or are even in slight decline still offer pathways to economic independence for thousands of job seekers each year. About a quarter of all jobs are in Tier 1 (highest-paying, highest-skilled jobs) occupations and another quarter are in Tier 3 occupations (lower-skilled service positions). About 10 percent of all jobs in the region do not fall into an occupational tier.

In alignment with *Special Report's* findings related to job opportunity and job quality, the East Bay Region has organized its sector work in five industries: advanced manufacturing, transportation & logistics, healthcare, biomedical technology, and information and technology communications. These sectors have the following core attributes in common:

- They are growing in the East Bay Region;
- They include a substantial number of employers, representing a statistically significant percentage of jobs in the sector, who have committed to devoting time and resources to addressing the region's workforce challenges; and
- They encompass a diverse range of high-quality (Tier 2 and Tier 1) jobs, with clear pathways for advancement.

Wages in these sectors are competitive, and in some instances, far above the national average. In 2013, the average wage in advanced manufacturing was \$80,185. In 2014, the average wage in transportation and logistics was \$71,677. In 2016, middle skill healthcare jobs paid an average hourly wage of \$45.70 – or \$95,056 annualized without including any overtime pay. Biomedical engineers have a starting salary in the East Bay of \$110,000 and those pursuing digital media jobs can expect salaries averaging \$98,000, about 30 percent higher than the national average according to Indeed.com.

In addition to the five sector partnerships and the one-to-one connections between employers and **EASTBAYWorks** business service staff, *Earn & Learn East Bay* and *Dream It! Do It!* are important assets in the region's efforts to promote high quality jobs. The former engages employers in providing internships and work-based learning experiences, creating deep relationships with individual businesses and a forum to share and promote practices that support worker retention and mobility. *Dream It! Do It!* is taking employers into schools and the community as ambassadors, substantially strengthening their engagement with their talent pipeline – creating a two-way dialogue about how their companies can best recruit and retain their future workforce.

¹⁷ http://eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report_Workforce_May_2013.pdf, p. 53

As documented throughout this narrative, the regional partners have been intentional in pursuing joint work that advances the interest of industry, individual businesses, and the populations that require services. They also are intentional about abandoning strategies that do not advance these interests. An example of this is collective purchasing of assistive technology and equipment to facilitate services to individuals with disabilities. While a promising idea, when implemented it became clear that it would be far more efficient and cost-effective – as counterintuitive as that may seem – for local areas to handle such purchases at the local level. This experience, and others like it in the nearly 20 years the region has been formally collaborating, has demonstrated to the partners that the most important and impactful work they can do regionally is around program alignment, a shared sector and career pathway focus, and the expansion of best practices across the region – as was demonstrated with Earn & Learn East Bay.

As the collaborative work in the region continues to deepen and mature, the region's workforce boards see the opportunity to explore new areas where they can align to better meet the workforce needs of the East Bay community. The following section outlines their collective priorities for the future.

F. Moving Forward: Shared Priorities for the Future

In January 2017, the regional partners met to develop a plan of action to advance their collective work. They identified several opportunities to further coordinate their respective portfolios to enhance services and outcomes for job seekers and employers alike, building on the strong foundation and amplifying the impact of the **EASTBAYWorks** network of American Job Centers, the five sector partnerships, and career pathways projects aligned under the Earn & Learn East Bay brand. To support this plan of action, the regional partners are developing a new Memorandum of Understanding, which is anticipated to be executed in by June 30, 2017.

- **Common Operational Practices.** The partners recognize that as workforce development activities become more regional through the evolution of their anchor strategies – specifically, sector partnerships and career pathways projects – there will be great benefit to developing and implementing shared protocols for the way in which the 14 American Job Centers that comprise **EASTBAYWorks** work with customers. At the point of initial service, aligned operational practices – such as intake, assessment, and referral – would result in a more seamless customer experience, and create economies of scale related to staff development and purchasing of shared tools.

Intake and assessment are both central to understanding the needs of and developing service strategies for job seekers. As such, the partners agree these areas will be priority topics for exploration. In 2017, the operational leads in each of the four areas, who are actively collaborating through the regional structure, will identify common practices and those that are not currently aligned. For those that are not aligned, they will explore tactics such as identifying common tools, region-wide training, and other steps to achieve greater consistency in the ways they collect information from system customers, learn about their needs, and develop appropriate service strategies to move job seekers toward their career goals and to ensure employers are connected to the talent they require.

The partners further believe that it would be of benefit to their adult education and college partners if they created common referral practices, standardizing the way in which clients are connected to services and clarifying the role each partner will play in supporting customer success in training and, ultimately, employment. The boards, through the regional collaborative structure, look forward to exploring this possibility with those partners and working with them to standardize referral protocols if they concur such standardization will result in better outcomes.

- **Strategic Service Alignment.** The partners are striving toward a regional workforce system that maximizes program participation and completion rates, credential attainment, and employment outcomes for in-need populations. By design, there are myriad doors through which job seekers connect to workforce development and training programs. This model, which facilitates access and inclusivity, also adds a level of complexity to the goal of ensuring all individuals benefit from the full range of services for which they are eligible and may require to attain employment, as well as retain their jobs and advance along their chosen career

pathways. The regional partners intend to explore several tactics in 2017 to better ensure job seekers fully benefit from the workforce development and education programs available to them, including the feasibility of developing and implementing a common intake system across **EASTBAYWorks** as described above, as well as increasing regional staff development opportunities and developing formal regional partnerships with partners who have expertise in serving individuals with specific barriers to employment. The partners believe this approach will allow them to better assess and fill any service or referral gaps that may exist, enabling for a more seamless experience and better outcomes for job seekers, including but not limited to individuals with limited English proficiency, the chronically unemployed or underemployed, and those in career pathway and sector-specific training programs. Related to this area, the region's workforce boards will explore where they can more closely align their policies in support of customer success, such as supportive services.

Service alignment also presents opportunities to enhance the impact of the region's employer-facing services. As has been suggested by the early work in Earn & Learn East Bay, there is great value in aligning the way in which employers engage with the workforce development system. The partners concur that developing standard regional protocol for working with employers should be explored, which would help coordinate the business service activities across local areas. This topic will be addressed through the existing regional collaboration framework, which includes regular sessions with all the business services leads from the four partner workforce boards.

- **Enhanced Regional Tracking.** The partners recognize the importance of growing their capacity and support systems to give them the ability to monitor and enhance workforce development activities, with the goal of creating an unprecedented level of community-wide accountability and shared commitment for outcomes for all partners. At a minimum, the partners wish to better understand the extent to which those who receive training and/or education services in the East Bay region are obtaining, retaining, and advancing in occupations or sectors directly related to their programs of study. Currently, the partners have mechanisms in place for sharing outcomes related to activities supported by funds appropriated under Titles I (adults, youth, and dislocated workers) and II (adult education and literacy) of the Workforce Innovation and Opportunity Act; however, they recognize that to achieve their aspirations related to tracking, they require the ability to organize that data by sector – including training and employment placements, particularly as they relate to priority sectors, industries, and occupations – as well as expand the activity captured to other funding streams.

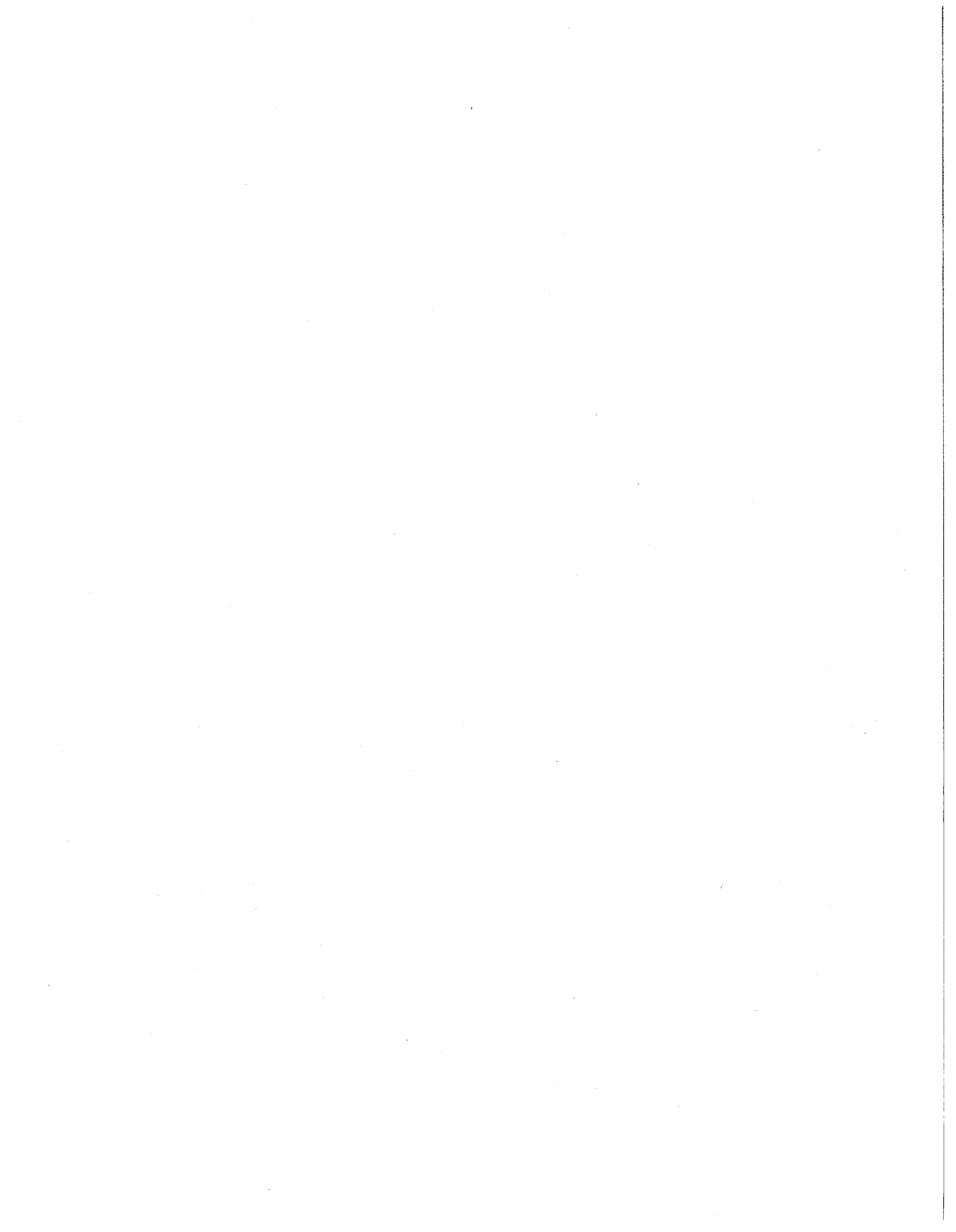
In 2017, the boards intend to leverage their existing regional infrastructure to develop tactics among the four local areas to establish common goals across the **EASTBAYWorks** network of American Job Centers and identify opportunities to support sector partnerships and Earn & Learn East Bay programs with regional data.

A longer-term strategy they will be exploring to enhance regional tracking is creating a shared data base across the four boards and their partners to capture data that would support better service alignment and program-related decision making, recognizing that there will be several issues to consider, not the least of which are fidelity of the data, bandwidth available at the

boards and among their partners to enter data consistently, the cost of developing and maintaining such a data base, and how to ensure data can be accessed and used by all partners.

In addition to the actions described above, the regional partners anticipate the capacity building and technical support, organized through the California Workforce Association, will support and bolster these efforts.

Collectively, the workforce boards of Alameda County, Contra Costa County, Oakland and Richmond look forward to advancing their collaborative work together and with their partners across the education, workforce, community, labor, and government spectrums in support of individuals as they move toward economic self-sufficiency; of employers as they grow and strive to remain competitive; and of the East Bay economy as it continues its dynamic evolution.



Appendix I: Public Comment

The 30-day public comment period for this plan was from February 3, 2017 - March 4, 2017. The plan was posted on the **EASTBAYWorks** web site, along with a mechanism to electronically submit comments on the plan. Hard copies of the plan could also be requested.

Three organizations – The Greenlining Institute, the Vietnamese American Community Center of the East Bay, and the Alameda County Probation Department – provided public comments. Below are brief summaries of these comments, and how the East Bay Region will take them into consideration as they move forward with their work.

The Greenlining Institute made several recommendations to better promote employment and economic mobility for the region's most vulnerable residents, including immigrants. The East Bay region's workforce system intends to explore these recommendations and, where feasible and viable, will look to incorporate them into practice.

The **Vietnamese American Community Center of East Bay** generally concurred with the plan, but raised the issue of funds being dispersed at the local level, rather than regionally. The partners appreciate the challenge faced by organizations that provide services region wide, and will keep this issue in mind in the work to increase operational alignment.

The **Alameda County Probation Department** noted the need, supported by the data in the regional plan, to continue to grow in both breadth and scale the programs devoted to individuals residing in the county with criminal records, including work with employers to educate and address hiring practices that negatively impact those with a criminal record. The region's workforce system concurs that individuals with criminal records are particularly vulnerable, and is committed to exploring the expansion of promising strategies – such as the Second Chance Summit hosted by the Workforce Development Board of Contra Costa County in December 2016 – to ameliorate the barriers to employment faced by this and other vulnerable populations.

2018 NOV -1 PM 12: 55

Approved as to Form and Legality


Deputy City Attorney

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

**RESOLUTION (1) ADOPTING THE REVISED FISCAL YEAR 2018-2019
WORKFORCE DEVELOPMENT BUDGET IN THE AMOUNT OF
\$6,609,499; AND (2) AMENDING FISCAL YEAR 2018-19 CONTRACTS
WITH SERVICE PROVIDERS FOR AN ADDITIONAL AMOUNT NOT TO
EXCEED \$535,107**

WHEREAS, the Oakland Workforce Development Board is mandated to oversee the expenditure of Workforce Innovation and Opportunity Act of 2014 (“WIOA”) funding in partnership with the Mayor as local chief elected official in a designated workforce development area such as the City of Oakland; and

WHEREAS, on June 5, 2018, the City of Oakland received final notification from the California Employment Development Department that its allotment of WIOA Title I formula funds for FY 2018-19 for adult, dislocated worker, youth, is \$3,354,883; and

WHEREAS, the City of Oakland received \$273,646 in WIOA Rapid Response and Layoff Aversion funds for FY 2018-19, for a total FY 2018-19 WIOA allocation of \$3,628,529; and

WHEREAS, On June 19, 2018, the City Council allocated an additional \$350,000 to fund workforce service providers that offer job training, job preparation, placement services and related programs in the Fiscal Year (FY) 2018-19 Midcycle Budget Amendment, resolution no. 87245 C.M.S.; and

WHEREAS, the City Council also allocated an additional \$100,000 to fund a comprehensive analysis of investments in Oakland’s workforce development networks, programs and services, including public (City, OUSD & Peralta Colleges), private, and non-profit partners in the Fiscal Year (FY) 2018-19 Midcycle Budget Amendment, resolution no. 87245 C.M.S.; and

WHEREAS, the Oakland Workforce Development Board received an additional \$60,000 from the East Bay Regional Planning Unit (RPU) to support staff to participate in professional development, conferences and/or trainings; and

WHEREAS, as part of the Community Area Maintenance Fee outlined in resolution no. 13131 C.M.S., the City has received \$33,165.82 to be appropriated to the WOJRC; and

WHEREAS, \$545,878 is estimated in carryover revenue from FY 2017-18 for a total FY 2018-19 workforce development budget of \$6,609,499; and

WHEREAS, the Oakland Workforce Development Board on August 2, 2018 and October 12, 2018 approved a revised Fiscal Year 2018-2019 budget for said funds; and

WHEREAS, the Oakland Workforce Development Board has selected, through a competitive request for proposals process, the service providers specified below to provide employment and training services to adults, dislocated workers, youth and businesses, including rapid response and lay-off aversion services, with WIOA Title I formula funds; and

WHEREAS, all funds awarded to contracted service providers must be expended within the fiscal year; and

WHEREAS, any funds not fully spent by contracted service providers within the fiscal year will be assumed as unspent carryover and returned to the Oakland Workforce Development Board for reallocation; now, therefore, be it

RESOLVED: That the City hereby accepts the revised FY 2018-19 WIOA Adult, Dislocated Worker, Youth and Rapid Response allocations in the total amount of \$3,628,529; and be it

FURTHER RESOLVED: That FY 2018-19 WIOA funds are hereby appropriated to the Workforce Development Fund (2195), Workforce Development Org (85311), various Expenditure Accounts, in Projects to be determined, and in Workforce Program (SC03); and be it

FURTHER RESOLVED: That the City hereby accepts an additional \$60,000 in funds received as part of the RPU to support staff to participate in professional development, conferences and/or trainings in FY 2018-19; and be it

FURTHER RESOLVED: That the additional funds in the amount of \$60,000 are hereby appropriated to the appropriate coding block Workforce Development Fund (2195), Workforce Development Org (85311), various Expenditure Accounts, East Bay RPU WIOA 2195 Project (1004348), and in Workforce Program (SC03); and be it

FURTHER RESOLVED: That the City hereby appropriates all funds received as part of the Community Area Maintenance Fee, herein and going forward to the West Oakland Job Resource Center; and be it

FURTHER RESOLVED: That the funds received as part of the Community Area Maintenance Fee are hereby appropriated to the appropriate coding block OBRA: Leasing and Utility Fund (5671), Workforce Development Org (85311) Services: Miscellaneous Contract Account (54919), West Oakland Job Resource Center Project (1000036), and in Workforce Program (SC03); and be it

FURTHER RESOLVED: That any funds that were not fully spent in FY 2017-18 will be assumed as carryover and are hereby reallocated into the appropriate coding blocks; and be it

FURTHER RESOLVED: That the City Council hereby authorizes the City Administrator to negotiate and enter into contracts for the revised Fiscal Year 2018-19 workforce development funds through June 30, 2019, to provide employment and training services to adults, dislocated workers, youth and businesses, including rapid response and lay-off aversion services, with the following service providers in not-to-exceed amounts set forth below:

AGENCY	Fund	Project	Fund Category	\$ Amount Approved Reso 87248	Adjustments \$	Total \$ Amount
Adult Service Provider Contracts						
OPIC America's Job Center of CA (AJCC)	Program Operations					
	2195	1004085	Adult	\$551,607	\$19,331	\$570,938
		1004086	Dislocated Worker	\$498,417	\$15,217	\$513,634
		1004087	Rapid Response	\$64,771	\$50,187	\$114,958
		1000019	One-time GF Transfer	\$175,000	\$83,333	\$258,333
	<i>Program Operation Subtotal</i>			<i>\$1,289,795</i>	<i>\$168,068</i>	<i>\$1,457,863</i>
	Direct Client Support					
	2195	1004085	Adult Training	\$184,057	\$9,256	\$193,313
			Adult Support Svs	\$60,000	\$0	\$60,000
		1004086	DW Training	\$148,600	\$3,573	\$152,173
			DW Support Svs	\$40,000	\$0	\$40,000
<i>Direct Client Support Subtotal</i>			<i>\$432,657</i>	<i>\$12,829</i>	<i>\$445,486</i>	
OPIC AJCC Total				\$1,722,452	\$180,897	\$1,903,349
Unity Council AJCC	Program Operations					
	2195	1004078	Adult	\$76,700	\$4,833	\$81,533
		1004079	Dislocated Worker	\$50,800	\$3,804	\$54,604
		TBD	Rapid Response	\$0	\$25,093	\$25,093
		1000019	One-time GF Transfer	\$0	\$41,667	\$41,667
	<i>Program Operation Subtotal</i>			<i>\$127,500</i>	<i>\$75,397</i>	<i>\$202,897</i>
	Direct Client Support					
	2195	1004078	Adult Training	\$46,015	\$2,313	\$48,328
			Adult Support Svs	\$15,000	\$0	\$15,000
		1004079	DW Training	\$37,149	\$894	\$38,043
			DW Support Svs	\$10,000	\$0	\$10,000
<i>Direct Client Support Subtotal</i>			<i>\$108,164</i>	<i>\$3,207</i>	<i>\$111,371</i>	
Unity AJCC Total				\$235,664	\$78,604	\$314,268
Day Labor Center (DLC)	1010	1000167	General Fund	\$195,000	\$0	\$195,000
DLC Total				\$195,000	\$0	\$195,000
West Oakland Job Resource Center (WOJRC)	5671	1000036	Oakland Army Base	\$355,237	\$33,166	\$388,403
WOJRC Total				\$355,237	\$33,166	\$388,403

AGENCY	Fund	Project	Fund Category	\$ Amount Approved Reso 87248	Adjustments \$	Total \$ Amount
Cypress Mandela	2195	1000019	One-time GF Transfer	\$50,000	\$0	\$50,000
			Cypress Total	\$50,000	\$0	\$50,000
Youth Service Provider Contracts						
Lao Family Community Development	2195	1004082	Youth	\$209,776	\$10,488	\$220,264
			LFCD Total	\$209,776	\$10,488	\$220,264
Youth Employment Partnership	2195	1004083	Youth	\$209,776	\$10,488	\$220,264
			YEP Total	\$209,776	\$10,488	\$220,264
Youth Radio	2195	1004084	Youth	\$209,776	\$10,488	\$220,264
			YR Total	\$209,776	\$10,488	\$220,264
Unity Council	2195	1004080	Youth	\$209,776	\$10,488	\$220,264
			UC Total	\$209,776	\$10,488	\$220,264
Civicorps	2195	1004081	Youth	\$106,776	\$10,488	\$117,264
	1010	1001206	One-time GF	\$103,000	\$0	\$103,000
			Civicorps Total	\$209,776	\$10,488	\$220,264
Youth Summer Program	1030	1003817	Measure HH	\$400,000	\$0	\$400,000
	7999	1004415	OHA	\$450,000	\$0	\$450,000
		1000500	Misc Donations	\$143,079	\$0	\$143,079
			Summer Total	\$993,079	\$0	\$993,079
Professional Services Contracts						
Workforce Analysis (TBD)	2195	TBD	General Fund	\$0	\$100,000	\$100,000
			Workforce Analysis Total	\$0	\$100,000	\$100,000
2018-19 RFP & Local Plan (TBD)	2195	TBD	Adult	\$0	\$29,433	\$29,433
			Dislocated Worker	\$0	\$567	\$567
			RFP & Local Plan Total	\$0	\$30,000	\$30,000
Training & Technical Assistance (TBD)	2195	1004348	Regional Planning Unit	\$0	\$60,000	\$60,000
			Training & TA Total	\$0	\$60,000	\$60,000
Total Service Provider Allocation				\$4,600,312	\$535,107	\$5,135,419

; and be it

FURTHER RESOLVED: That the City Council hereby adopts the following revised Fiscal Year 2018-2019 workforce development budget previously adopted by Resolution No 87248 C.M.S in the amount of \$6,609,499:

A	B	C	D	E	F	H	I	J	K	L	M	N	O	P	Q	R	S
1		Workforce Innovation and Opportunity Act								Other Revenue							
2		Fund 2195								Fund 1010	Fund 1030	Fund 5671	Fund 7999				
3		Adult	Dislocated Worker	Rapid Response	Youth	Regional Planning Unit	Workforce Accelerator	VOS Technology	WIOA Subtotal	General Fund	Measure HH	Oakland Army Base	CPTII	OHA	Misc Donations	Other Revenue Subtotal	GRAND TOTAL
4	REVENUES																
5	Estimated Carryover Revenue	18,088	11,895	132,551	71,971	21,843	71,346	4,000	331,694	33,212			180,972			214,184	545,878
6	FY 2018-19 Revenue	1,208,204	951,082	273,646	1,195,597	60,000			3,688,529	895,315	400,000	486,698		450,000	143,079	2,375,092	6,063,621
7	TOTAL REVENUE	1,226,292	962,977	406,197	1,267,568	81,843	71,346	4,000	4,020,223	928,527	400,000	486,698	180,972	450,000	143,079	2,589,276	6,609,499
8	EXPENDITURES																
9	SERVICE PROVIDER CONTRACTS																
10	Youth Services																
11	Ovicorps				117,264				117,264	103,000						103,000	220,264
12	Lao Family				220,264				220,264							0	220,264
13	Unity Council				220,264				220,264							0	220,264
14	Youth Employment Partnership				220,264				220,264							0	220,264
15	Youth Radio				220,264				220,264							0	220,264
16	Youth Summer Employment Program								0		400,000			450,000	143,079	993,079	993,079
17	Adult Services																
18	Day Labor Center								0	195,000						195,000	195,000
19	ORCAmerica's Job Center of CA (AJOCC)	570,938	513,634	114,958					1,199,530	258,333						258,333	1,457,863
20	Unity America's Job Center of CA (AJOCC)	81,533	54,604	25,093					161,230	41,667						41,667	202,897
21	West Oakland Job Resource Ctr (WOJRC)								0			388,403				388,403	388,403
22	Oypress Mandela									50,000						50,000	50,000
23	Professional Services																
24	Workforce Analysis (TBD)									100,000						100,000	100,000
25	2018-19 RFP & Local Plan (TBD)	29,433	567						30,000								30,000
26	Training & Technical Assistance (TBD)					60,000			60,000								60,000
27	Service Provider Subtotal	681,904	568,805	140,051	998,320	60,000	0	0	2,449,080	748,000	400,000	388,403	0	450,000	143,079	2,129,482	4,578,562
28	DIRECT CLIENT SUPPORT																
29	Adult and DW Training Services (PIO)	193,313	152,173						345,486							0	345,486
30	Adult and DW Training Services (Unity)	48,328	38,043						86,371								86,371
31	Adult and DW Supportive Services (PIO)	60,000	40,000						100,000							0	100,000
32	Adult and DW Supportive Services (Unity)	15,000	10,000						25,000							0	25,000
33	Direct Client Support Subtotal	316,641	240,216	0	0	0	0	0	556,857	0	0	0	0	0	0	0	556,857
34	CITY OPERATIONS																
35	BWD Admin/ Finance	49,860	45,026		49,860				144,746							0	144,746
36	Internal Services Fund Fees	10,693	16,650	1,133	19,446				47,922	16,869		9,346				26,215	74,137
37	Program Staff	163,135	88,299	265,013	182,880		71,346		770,673	163,658		88,949	180,972			433,579	1,204,252
38	O&M	4,059	3,981		17,062	21,843		4,000	50,945							0	50,945
39	City Operations Subtotal	227,747	153,956	266,146	269,248	21,843	71,346	4,000	1,014,286	180,527	0	98,295	180,972	0	0	459,794	1,474,080
40	TOTAL EXPENDITURES	1,226,292	962,977	406,197	1,267,568	81,843	71,346	4,000	4,020,223	928,527	400,000	486,698	180,972	450,000	143,079	2,589,276	6,609,499
41	Fund Balance	0	(0)	0	0	0	0	0	(0)	0	0	0	0	0	0	0	(0)

;and be it

FURTHER RESOLVED: That the City Administrator or her designee is hereby authorized to spend funds in FY 2018-19 and take other actions with respect to the adopted budget and authorized contracts consistent with the Resolution and its basic purposes.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 20_____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCHELHANEY, GUILLEN, KALB, KAPLAN, and PRESIDENT REID

NOES -

ABSENT -

ABSTENTION -

ATTEST: _____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California