



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

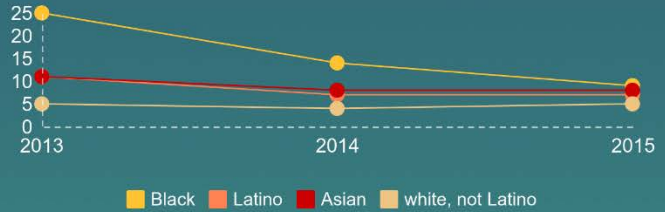
180,743

Oakland Workers who Live in Oakland

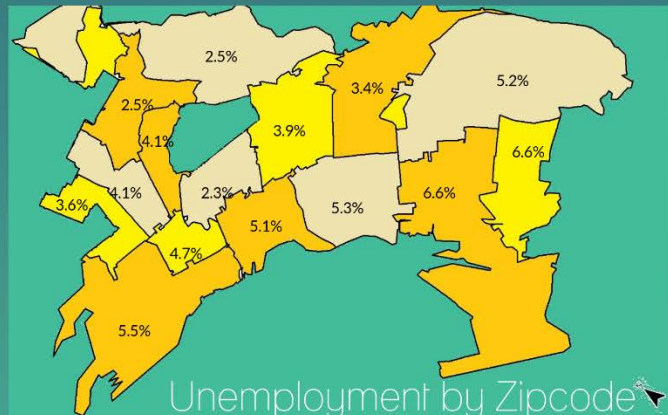
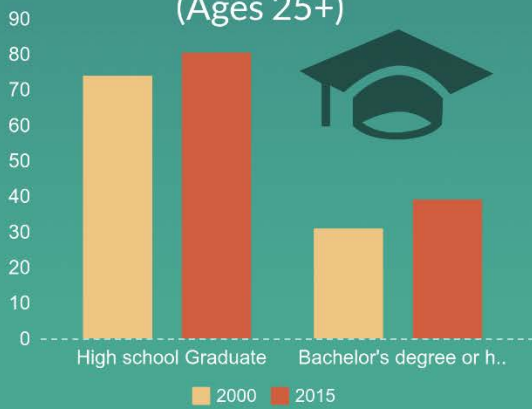
24%

State EDD, Census LEHD. Jobs figure is 2016.

Unemployment by Race & Ethnicity, 2013-2015



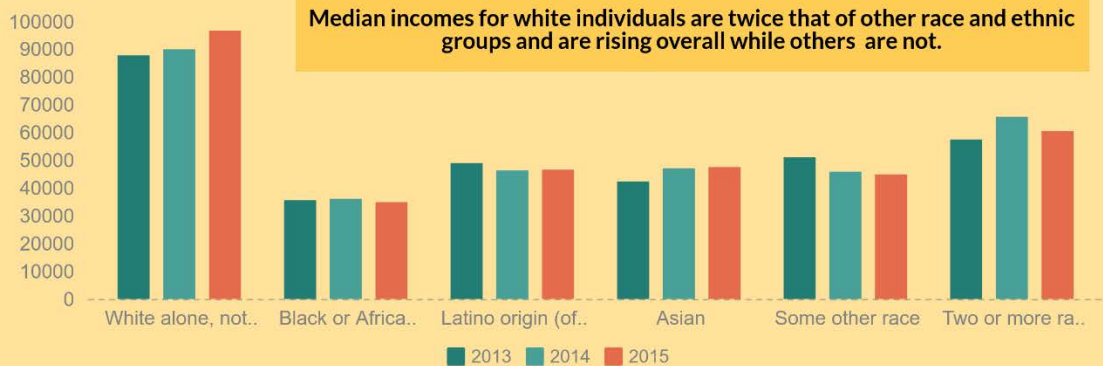
Oakland Educational Attainment (Ages 25+)



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

Residential Real Estate

Median Single Family Home Price



Quarterly Rent Average



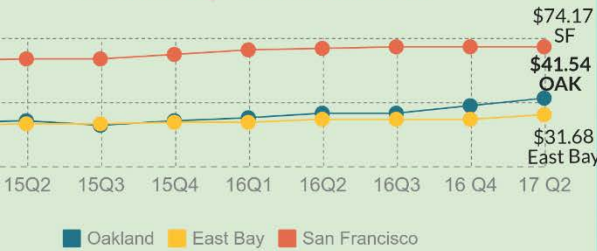
Commercial Real Estate

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

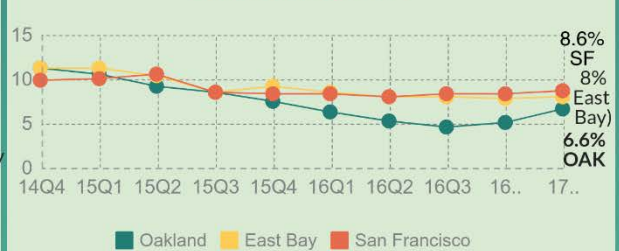
Office Vacancy: 6.6%
Rent/square foot: \$41.54
Downtown: 6.6%, \$49.63
East Bay: 8%, \$31.68

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

Office Average Rents/Square Foot



Office Vacancy Rates



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: HdL Companies, JLL, Zillow, CoStar Market Analytics, City of Oakland Planning & Building Department.
Dashboard Compiled by Economic and Workforce Development Department. Contact or Subscribe: mroya@oaklandnet.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://oaklandcommunityjobcenter.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.ebamp.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 California SM (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 AJCCC, 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.

To 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 provider 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

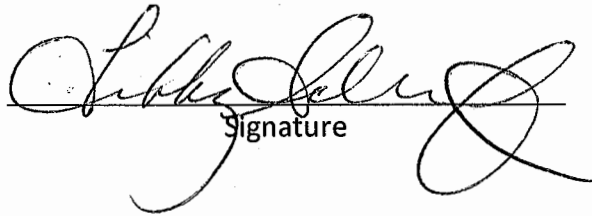
Director of Human Resources

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, polices 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 Mark Sawicki
Title 1 Dislocated Worker	MSawicki@oaklandnet.com
Title 1 Youth	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

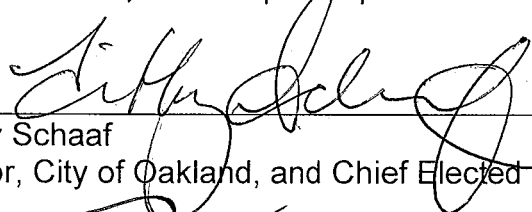
In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions 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.

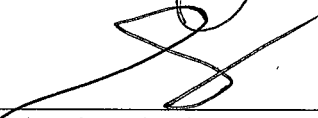
[SIGNATURES ON NEXT PAGE]

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

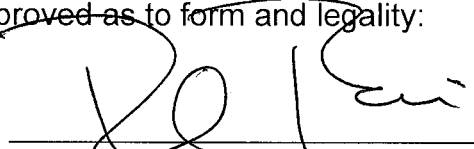
By: 

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:

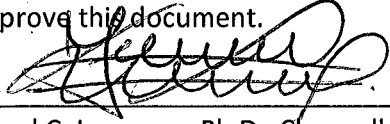
By: 

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

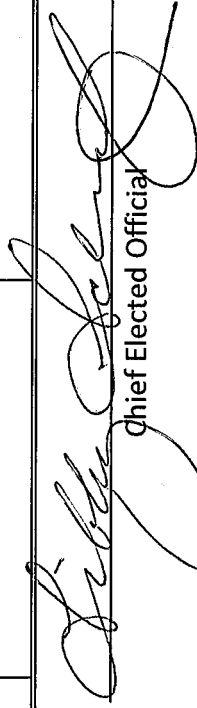
**STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING**
[WIOA Sections 107(d)(12)(B)(i)]

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

Date

7-24-17

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, polices 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

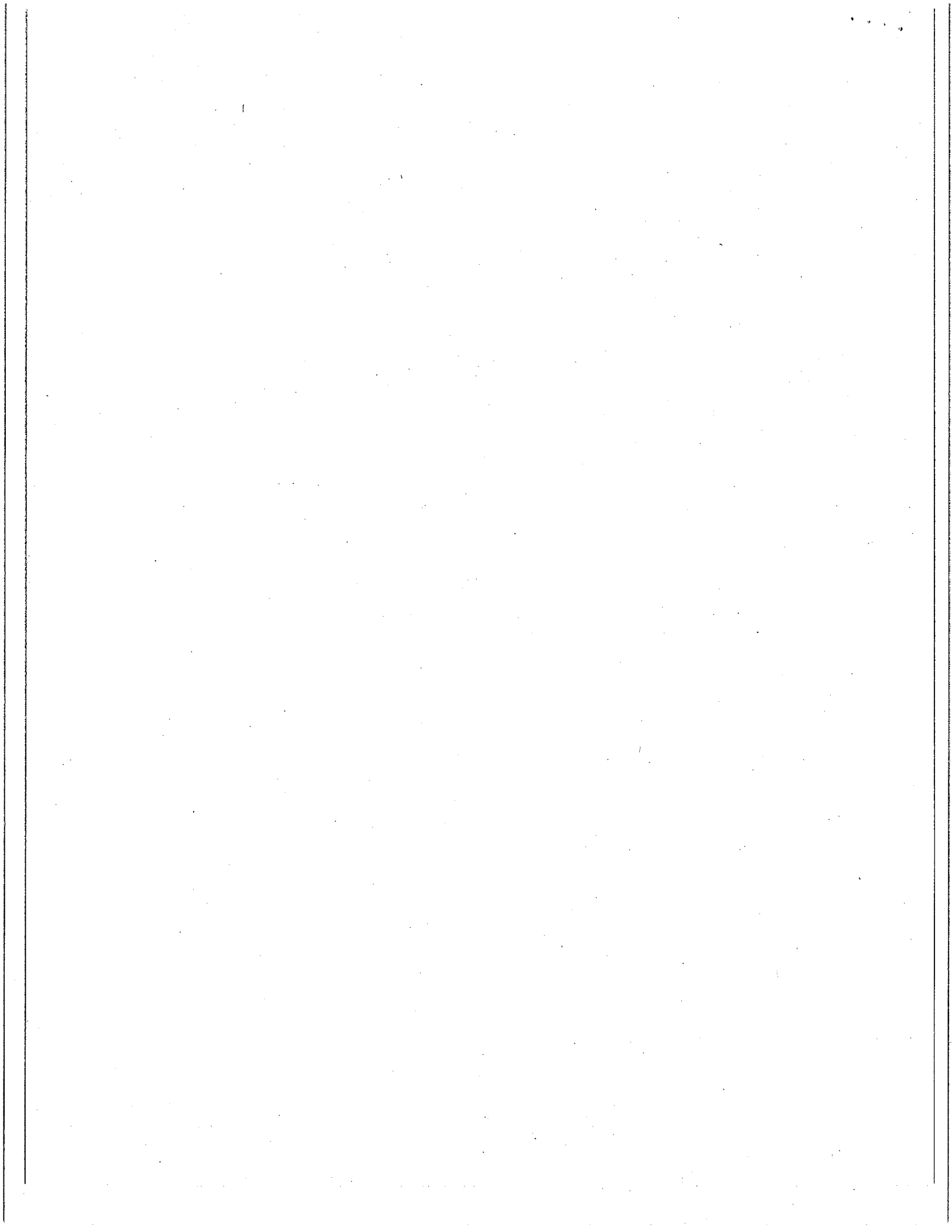
benchmarks identified by the Board and to assist the Board in carrying out Board functions.

**ARTICLE IX.
Definitions**

All capitalized terms not otherwise defined in these Bylaws shall have the meaning set forth in WIOA.

**ARTICLE X.
Amendments**

These Bylaws may be amended by the Mayor through executive order.



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

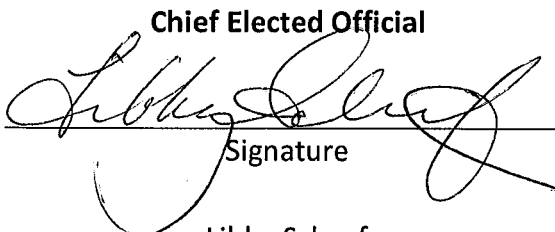
Director of Human Resources

Title

7-24-17

Date

Chief Elected Official



Signature

Libby Schaaf

Name

Mayor

Title

7-24-17

Date