



**OAKLAND
WORKFORCE DEVELOPMENT BOARD
EXECUTIVE COMMITTEE
MEETING**

Friday, March 17, 2023

8:30 a.m. – 11:00 a.m.

**City Hall
Hearing Room #4
1 Frank H Ogawa Plaza
Oakland CA 94612**

Please see the agenda to participate in the meeting



Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email hlindsay@oaklandca.gov. or call (510) 238-3474 or (510) 238-3254 for TDD/TTY five days in advance.

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OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)

EXECUTIVE COMMITTEE MEETING NOTICE

Friday, March 17, 2023
8:30 a.m. – 11:00 a.m.

Hearing Room 4
Oakland City Hall
One Frank H. Ogawa Plaza

Pursuant to the Governor's Executive Order N-29-20, all members of the Oakland Workforce Development Board and City Staff will join the meeting via phone/video conference and no teleconference locations are required.

PUBLIC PARTICIPATION

The public may observe and/or participate in this meeting many ways.

OBSERVE: To observe the meeting by video conference, please click on this link:

<https://us06web.zoom.us/j/89211992798> at the noticed meeting time.

Instructions on how to join a meeting by video conference is available at: <https://support.zoom.us/hc/en-us/articles/201362193-joining-a-Meeting>

To listen to the meeting by phone, please call the numbers below at the noticed meeting time: Dial (for higher quality, dial a number based on your current location US: + US: +1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or +1 312 626 6799 or +1 646 876 9923 or +1 301 715 8592.

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Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663-joining-a-meeting-by-phone>.

COMMENT:

Public comment is not available for remote participation at this time. If you would like to comment on an item remotely, please submit written comments 24 hours in advance by email to owdb@oaklandca.gov or appear in person.

If you have any questions, please email: owdb@oaklandca.gov

OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)

EXECUTIVE COMMITTEE MEETING NOTICE

City Hall, 1 Frank H. Ogawa Plaza, Oakland, CA

Hearing Room 4

Friday, March 17, 2023

8:30 a.m. – 11:00 a.m.

AGENDA

Members of the public wishing to address the Board on issues shall complete a Speakers Card. Members of the public who wish to address the Board on published issues should do so at the time the agenda item is being discussed. Issues that the public wishes to address that are not published on the agenda will be heard during the Public Forum section. You will have 2-minutes to speak on the item.

I. PROCEDURAL ITEMS

- a. Call to Order and Roll Call
- b. Chair Remarks

II. ACTION ITEMS

- a. Approval of Minutes (Action) - December 16, 2022

III. INFORMATIONAL

- a. Regional Plan Presentation
- b. Local Plan Overview
- c. Electrification Follow Up Report
- d. Summer Youth Employment Programming

IV. PUBLIC FORUM

(For items that members of the public wish to address that are NOT on the agenda)

V. STAFF REPORTS

VI. ANNOUNCEMENTS

VII. CLOSING REMARKS & ADJOURN

NEXT SCHEDULED EXECUTIVE COMMITTEE MEETING

FRIDAY, JUNE 16, 2023

8:30 AM-11:00 AM

These WIOA Title I financially assisted programs or activities are “Equal Opportunity Employers/Programs”. Auxiliary aids and services are available upon request to individuals with disabilities.

Oakland Workforce Development Board (OWDB)

EXECUTIVE BOARD MEETING

Teleconference

Friday, December 16, 2022

The meeting was called to order by Chair Derreck Johnson at 8:35 a.m.

Roll Call: Board Member's Gilbert Pete, Eddie Alvarez John Brauer, Kalpana Oberoi, Derreck Johnson, Lee McMurtray, Ahmed Ali Bob (Quorum met)

Chair Derreck Johnson requested a motion to approve agenda.

Board Member Lee McMurtray moved Board Member Gilbert Pete seconded to approve the agenda.

Chair Derreck Johnson gave Instructions on how the public meeting will proceed in accordance with California Government Code Section 54953, a provision of AB-361.

CONTINUANCE OF MEETINGS USING TELECONFERENCE - ACTION

Chair Derreck Johnson read staff's recommendation that the Oakland Workforce Development Board (OWDB) adopt a resolution determining that conducting in-person meetings of the OWDB and its committees would present imminent risks to attendees' health and elected to continue conducting meetings using teleconferencing in accordance with California Government Code Section 54953(e), a provision of AB-361, This resolution is still in effect.

Public Comment

Assata Olugbala proposed to continue using Zoom.

Nino Parker, Black Homeless Advocate, feels there should be both in person and Zoom options.

Chair Derreck Johnson requested a motion to accept the resolution.

Board Member Ahmed Ali Bob moved Board Member Lee McMurtray seconded to accept the resolution.

Motion Passed: Gilbert Pete, Eddie Alvarez, Derreck Johnson, Lee McMurtray, Ahmed Ali Bob

Ayes – 5

Noes - 0

Absent –Kalpana Oberoi

Abstention - 0

Excused – John Brauer

Chair Derreck Johnson asked for a motion to accept the agenda.

Board Member Lee McMurtray moved, Board Member Gilbert Pete seconded to approve the agenda.

APPROVAL OF MINUTES: - ACTION

Oakland Workforce Development Board (OWDB)

Chair Derreck Johnson requested a motion to approve the minutes of Thursday, September 16, 2022.

Board Member Lee McMurtray moved; Board Member Gilbert Pete seconded to accept the meeting minutes of September 16, 2022.

Motion Passed: Gilbert Pete, Eddie Alvarez, Derreck Johnson, Lee McMurtray, Ahmed Ali Bob (abstained)

Ayes –4

Noes -

Absent – Kalpana Oberoi

Abstention – Ahmed Ali Bob

Excused – John Brauer

II. ACTION ITEM

a. On-the-Job Training (OJT)/Individual Training Account (ITA) Policy Update

Staff Member Wetzel gave background On the Job Training (OJT) 22-001 the proposed revisions will provide additional resources for each client, raising the expenditure cap from \$5000.00 to \$6000.00 and the ITA Individual Training Account 22-002 the revision employers are eligible for 50% reimbursement of clients wages. The policy will be more closely in alignment with the region.

Public Comment

Assata asked where the race equity statement is located.

Richard de Jauregui strongly supports staff's recommendation to raise policy gaps he shared that 60% of OPIC job seekers have been African American and 80% are people of color. OPIC has been conscious of the unequal distribution of our socioeconomic system.

Board Discussion

Chair Derreck Johnson requested clarification of the reimbursement of wages to employers.

Board Member Gilbert Pete questioned who the increase would affect. He made several recommendations and questioned how the employers are being screened, how will the ITA increase impact the number the number of individuals served? To have an overlay of information on the targeted populations, changes were making, who it's going to impact, the clients that are most at risk?

Chair Derreck Johnson asked for a motion

Board Member Ahmed Ali Bob moved, Board Member Lee McMurtray seconded to accept staff revisions and increase along with recommendations

Motion Passed Gilbert Pete, Eddie Alvarez, Derreck Johnson, Lee McMurtray, Ahmed Ali Bob

Ayes – 5

Noes - 0

Absent – Kalpana Oberoi

Abstention - 0

Oakland Workforce Development Board (OWDB)

Excused – John Brauer

b. Job Quality Definition/Guiding Principles Sofia Navarro Executive Director of the OWDB recommends that the Oakland Workforce Development Board (OWDB) Executive Committee discuss bringing a recommendation to the full Board regarding the adoption of one of the following 1) a quality jobs definition or 2) guiding principles that describe the attributes of a quality job. Option 1: Quality Jobs Definition Department of Labor and Department of Commerce Job Quality Guiding Principles she shared Board Member John Bauer's comments with additional suggestions on quality jobs definition the option he chose was #1. Hopefully the executive board will choose option 1 or 2 then the action will be presented to the full board for further consideration and a full board adoption.

Option 1: full-time, regular employment, wages, benefits and social protections, safe working conditions, disability-friendly and accessible work site(s), hiring practices, employees' training, upskilling and advancement, stable automation-resilient pathways, policies to include workers' voices, ability to organize labor unions without obstruction, equitable hiring practices, and working environments takes a systematic, intentional approach to generating opportunity for those who are under-represented and/or face barriers to quality employment, employer is actively working towards implications of climate change and the disproportionate impact on low-income communities & communities of color.

Option 2: Recruitment and Hiring: Benefits, Diversity, Equity, Inclusion, and Accessibility, Empowerment and Representation, Job Security and Working Conditions, Organizational Culture, Pay, Skills and Career Advancement.

Board Member Gilbert Pete gave comments and suggestions.

Board Discussion

Sofia Navarro Executive Director of the OWDB recommended to move item to the March 17, 2023 board meeting then board members can come to a vote by May.

Chair requested a motion.

Board Member Eddie Alvarez moved, Board Member Lee McMurtray seconded to move the item to the March 17, 2023 Executive Board meeting. Assata stated public comment comes before the vote and continued to speak on Job Quality the underserved communities, discrimination, racism, homelessness, formally incarcerated she felt page 29 of job quality was incomplete referencing #3 because it wasn't inclusive of all populations.

Motion Passed Gilbert Pete, Eddie Alvarez, Derreck Johnson, Lee McMurtray, Ahmed Ali Bob

Ayes – 5

Noes - 0

Absent – Kalpana Oberoi

Abstention - 0

Excused – John Brauer

PUBLIC COMMENTS:

Assata spoke on race equity.

Oakland Workforce Development Board (OWDB)

STAFF REPORTS:

Staff member Lindsay reported on the State of California Employment Development Department (EDD) on-site fiscal monitoring from July 1, 2021 - July 2022 which include

Fiscal Policy, WIOA, Final Policy, Regulations Policy's, Cost, Allocations, Expenditure charged to WIOA, Cash Management, Internal Control, Oversight, Auditing, Debit Collection, EDD submitted their preliminary report and found the City of Oakland to meet all WIOA requirements, final report is forthcoming.

OPIC's fiscal monitoring for July 2021- 2022 #1 combined negative net asset because of ongoing findings this will remain open.

#2 finding accounts in payroll re resolved they restructured by adding additional staff and payroll and accounting systems and will continue working with OPIC when and assist as needed.

The finding will remain open until next year first combined net asset because ongoing findings will remain open. Second finding, accounts and payroll resolved. They restructured and hired two additional staff purchase payroll and accounting systems and will continue to work with and provide technical assistance when needed,

Sofia Navarro Executive Director of the OWDB mentioned the Local and Regional Plan two-year modification plan will be presented at the next Executive Board meeting. She stated Alameda, Workforce Board, Richmond, and Contra Costa, Regional two year modification plan and Local modification plan are due by 3/31/23.

ANNOUNCEMENTS

Sofia Navarro Executive Director of the OWDB wished everyone Happy Holidays!

Chair Derreck Johnson invited everyone to Oakland Chicken & Waffle Restaurant annual FREE Christmas Brunch located at 444 Embarcadero, Oakland CA, December 25, 2023, all are welcome to attend and or support.

Board Member Eddie Alvarez noted Building Trades Cohort's Rising Sun and Cypress Mandela \$700,000,000 apprentice program starting at \$25.00 - \$30.00 Union jobs with benefits when program is complete the opportunity for beginning wages to increase \$40.00 – 80.00 an hour.

VIII. CLOSING REMARKS & ADJOURN

Chair Derreck Johnson Thanked and appreciated everyone for their time and support he wished all a safe and Happy Holiday Season!

NEXT SCHEDULED REGULAR BOARD MEETING
Thursday, Feb 3 2023, 8:30 a.m. – 11:30 a.m.

NEXT SCHEDULED EXECUTIVE COMMITTEE MEETING
Friday, March 17, 2023, 8:30 a.m. – 11:30 a.m

REGIONAL AND LOCAL PLANNING GUIDANCE FOR PY 21-24 TWO-YEAR MODIFICATIONS

EXECUTIVE SUMMARY

This policy provides the guidance and establishes the procedures regarding the two-year modification of the Regional and Local Plans for Program Year (PY) 2021-2024 as required by the *Workforce Innovation and Opportunity Act* (WIOA). This policy applies to Regional Planning Units (RPU) and Local Workforce Development Boards (Local Board), and is effective on the date of issuance.

This policy contains some state-imposed requirements. All state-imposed requirements are indicated by ***bold, italic*** type.

This Directive finalizes Workforce Services Draft Directive *Local and Regional Plans PY 21-24 Two Year Modifications* (WSDD-235), issued for comment on June 22, 2022. The Workforce Development Community submitted three comments during the draft comment period. A summary of comments, including all changes, is provided as Attachment 4.

This policy supersedes Workforce Services Directive *Regional and Local Planning Guidance for PY 21-24* (WSD20-05), dated January 29, 2021. Retain this Directive until further notice.

REFERENCES

- WIOA (*Public Law 113-128*) Sections 106 – 108 and 121
- Title 20 *Code of Federal Regulations* (CFR) Sections 679.200 through 679.580
- Training and Employment Notice (TEN) 21-16, *WIOA Regional and Local Planning and Local Board Responsibilities Questions and Answers* (December 5, 2016)
- *California Unemployment Insurance Code* (CUIC) Sections 14000 through 18012
- 2020-2023 California Unified Strategic Workforce Development Plan
- WSD19-13, *Selection of AJCC Operators and Career Services Providers* (June 8, 2020)
- WSD19-09, *Strategic Co-Enrollment – Unified Plan Partners* (February 12, 2020)

The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

- WSD18-12, *WIOA Memorandums of Understanding (MOU)* (April 30, 2019)
- WSD17-07, *WIOA Youth Program Requirements* (January 16, 2018)
- WSD17-01, *Nondiscrimination and Equal Opportunity Procedures* (August 1, 2017)
- WSD16-04, *Rapid Response and Layoff Aversion Activities* (July 22, 2016)
- WSD15-14, *WIOA Adult Program Priority of Service* (January 22, 2016)

BACKGROUND

Overview of State Plan, Regional Plans, and Local Plans

The California Unified Strategic Workforce Development Plan (State Plan) provides a conceptual outline for RPUs, Local Boards, and their partners to jointly develop their Regional and Local Plans. The State Plan policy objectives, developed in collaboration with WIOA partners and Local Boards, work toward the shared vision of creating a comprehensive system that addresses poverty, promotes income mobility, and embeds equity as a cornerstone of service delivery.

As outlined under WIOA Section 106, Regional Plans provide a roadmap for the alignment of resources and investments to meet specific outcomes within the 15 RPUs. Regional Plans are used to articulate how RPUs will build intentionality around industry sector engagement, drive workforce development outcomes across multiple jurisdictions, and expand on-ramps to career pathways for individuals who experience barriers to employment.

As outlined in WIOA Section 108, Local Plans provide an action plan for operationalizing the Regional Plan road map by delineating how individuals can access services through their local America's Job Center of CaliforniaSM (AJCC) system. Local Plans articulate how Local Boards will coordinate with local partners to ensure person-centered service delivery.

In addition to the federal planning requirements, WIOA indicates that Regional and Local Plans should be consistent with the State Plan's vision and goals. For purposes of developing cohesive narratives for Regional and Local Plans, this guidance combines both federal and state requirements. The intent is to assist in developing a seamless blueprint for the operationalization and implementation of all the required Plan content.

Changing Economic Landscape

After two years of COVID-19, California's economy is rebounding and shifting back to pre-pandemic conditions. However, for communities that have historically experienced barriers to employment, the pandemic-induced recession exacerbated and compounded long-standing disparities and economic inequities. Although some workers have benefited from higher wages due to a tightening of the labor market, the ensuing burden of pandemic-related inflation has placed more pressure on already stretched thin, low-income families.

While the planning process can be a beneficial tool for gathering a wide view of the current AJCC system within the state's diverse regional and local landscapes, the California Workforce Development Board (CWDB) recognizes that this set of Regional and Local Plans modifications will be developed while the state's economy and the labor market continues to recover from the recession. Therefore, the CWDB also understands that the goals, strategies, and objectives developed at this point in time may require change or adjustment in the future to reflect the changing economy and labor market.

POLICY AND PROCEDURES

Regional Plans

According to the WIOA, the establishment of regions is intended to align workforce development activities and resources with regional economic development areas and available resources. While the vision and policy objectives laid out in the State Plan were used to guide the development of the criteria below, RPU's have significant discretion to determine how these approaches will be best actualized within their regions.

Analytical Overview of the Region

This section of the Regional Plan should provide an analysis of the economic conditions and trends in the region and an analysis of the current workforce. The analyses may be completed using data compiled from a variety of resources, including local partners providing measures of self-sufficiency; WIOA core, required, and state partners; Labor Market Information (LMI); Bureau of Labor Statistics; Cross-System Analytics and Assessment for Learning and Skills Attainment (CAAL-Skills) Reports; employer engagement, and other relevant sources. For further reference, California LMI data is available on the [Regional Planning Unit LMI webpage](#).

Workforce and Economic Analysis

The Regional Plan represents the big picture of a region's economy and workforce environment, with a focus on collaborative strategies to be implemented across multiple Local Workforce Development Areas (Local Area) to attain regional goals and objectives. This should start with an analysis that provides insight into the current and future needs of employers and job seekers in the region. The analysis should take into account the impact of the events of the last few years (e.g. COVID-19, natural disasters, the amplified movement for racial justice, inflation and rising gas prices, etc.) on the regional economy. The quantitative and qualitative data provided in this analysis should be used as a foundation for informing the rest of the Plan.

This section of the Regional Plan should provide analyses of the following:

- Current employment and unemployment data.

- Current educational and skill levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.
- Industries and occupations with an emerging demand.

Regional Indicators

A key objective of Regional Planning efforts is to connect AJCC services to a regional skills infrastructure that aligns with regional labor market needs. Previous Regional Planning cycles utilized ten Regional Indicators to assess coordination and measure progress within the RPUs. The indicators provided a useful measure of processes and activities utilized by RPU partners to establish a foundation for driving a regional approach and aligning the needs of regional industry sectors and employers.

In an effort to further refine how progress is evaluated, the number of indicators that will be used to assess progress in the regions has been narrowed to focus on the following:

- The region has a process to communicate industry workforce needs to supply-side partners.
- The region has policies supporting equity and strives to improve job quality.
- The region has shared target populations of emphasis.
- The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

As part of [Regional Plan Implementation \(RPI\) 4.0](#), RPUs were asked to work with the RPI 4.0 Evaluation and Technical Assistance Teams over the last 18 months to establish objective metrics associated with at least one of the four Regional Indicators. The CWDB does not view this as a one-size-fits-all exercise that would result in one set of uniform metrics across the state. Rather, it was an opportunity for each RPU to jointly agree upon data points that would take into account their region's unique needs and demonstrate the impact regional work has on their residents. The modification will allow each RPU to outline the progress that has been made by documenting the impact over the last 18 months and communicating what is anticipated for the next two years.

This section of the Regional Plan should accomplish the following:

- **Identify which of the four regional indicators the RPU established objective metrics under RPI 4.0, and what those metrics were.**
- **Identify any anticipated impacts that tracking and evaluating the regionally agreed upon metrics will have on each of RPU's local workforce service delivery system (e.g. change in service strategies, improved participant outcomes, new partner engagement, etc.).**

Fostering Demand-Driven Skills Attainment

This section of the Regional Plan aligns with the key indicator of the region's process for communicating industry workforce needs to supply-side partners. Workforce and education programs should receive timely and accurate information from industry on the sectors and jobs that are driving growth in the region. Each region should use that information to align program content with the state's industry sector needs to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.

Regional Sector Pathways

Regional sector pathway programs are career pathway programs that result in the attainment of industry-valued and recognized postsecondary credentials. Credentials are portable and aligned with regional workforce needs. There is a need to ensure that these career pathway programs are responsive to the historic economic disparities in our state. Regional Plans should be used to cultivate partnerships to promote the expansion of employer engagement and recruitment, and to coordinate between the education and workforce development systems. This section of the Regional Plan should achieve the following:

- **Identify the in-demand industry sectors or occupations for the region.**
- **Describe any current sector-based initiatives being implemented by the RPU for regionally in-demand industries or occupations and what, if any, new sector-based initiatives are planned for the next two years.**
- **Describe what processes or strategies the RPU uses to communicate effectively and cohesively with regional employers.**

Enabling Upward Mobility for All Californians

This section of the Regional Plan aligns with two key indicators: 1) the region's policies for supporting equity and improving job quality, and 2) advancing economic prosperity of shared target populations. This means that workforce and education programs should be accessible for all Californians, especially populations who experience barriers to employment. It is important to ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to obtain a job that ensures both long-term, economic self-sufficiency and security.

High Road Workforce System

California's vision for the future of workforce development is centered on the establishment and growth of a High Road workforce system that is focused on meaningful industry engagement and the placement of Californians in quality jobs that provide economic security. For more information on the High Road model, please visit the [High Road Training Partnerships](#) website.

Regional Plans should serve as a blueprint for regional efforts to advance work with employers who offer jobs with good wages and benefits, support for ongoing skills training and employee development, good working conditions (including paid sick days, paid family leave, and paid medical or short-term disability leave), and adequate hours with predictable schedules that enable employees to meet their family caregiving commitments.

This section of the Regional Plan should address and describe the following:

- ***How the RPU defines job quality and prioritizes work with employers who provide quality jobs.***
- ***How the RPU works together to develop targeted service strategies for the region's unserved and underserved communities.***

Equity and Economic Justice

California believes that diversity is a strength and advancing equity is an economic and moral imperative. To that end, the workforce system should ensure the implementation of workforce and education services that recognize historically unserved or underserved communities, including Black, Indigenous, persons of color (BIPOC), Latinx, immigrants, refugees, people with disabilities, lesbian, gay, bisexual, transgender, and queer (LGBTQ+), and others who experience systemic barriers in the labor force. For individuals who experience exclusion from employment opportunities despite having the skills and abilities to perform a job satisfactorily, RPUs are encouraged to outline strategies to work with employers, training providers, and community-based organizations to create more accurate occupational language training and job placement programs. Advancing equity within the workforce and education systems and ensuring greater opportunity and upward mobility for all Californians is vital to repairing and sustaining a healthy economy.

The CWDB recognizes that many individuals may need multiple interventions and access to a variety of services provided over an extended period of time in order to locate and obtain a quality job. CWDB is committed to supporting and encouraging RPUs and Local Boards to invest in long-term approaches to serving individuals who experience barriers to employment.

While the majority of services are delivered at the local level, establishing career pathways at the regional level allows RPUs to work directly with regional employers and partners in order to

remove barriers and address structural issues that may prevent historically unserved and underserved communities from accessing those opportunities.

This section of the Regional Plan should address the following:

- ***How the RPU defines equity and how it ensures equal access to the regional sector pathways, earn-and-learn opportunities, supportive services, and other effective service strategies identified by the RPU.***

Aligning, Coordinating, and Integrating Programs and Services

This section of the Regional Plan aligns with the key indicator of the region's deployment of shared resources to provide services, training, and education to meet population needs. This means that workforce and education programs must economize limited resources to achieve scale and impact, while also providing the right services to clients based on their particular and potentially unique needs, including skills development.

System Alignment

Successful system alignment often begins with identifying a shared mission and objectives. This provides the foundation for developing strategies from a cohesive, system viewpoint rather than thinking about programs as separate. By identifying ways to align program design, reduce duplication of efforts, and leverage critical resources, RPUs can increase the impact of their shared mission.

This section of the Regional Plan should address and describe the following:

- ***Any regional service strategies, including the use of cooperative service delivery agreements or Memorandums of Understanding (MOU).***
- ***Any regional administrative cost arrangements, including the pooling of funds for regional administrative costs.***

Local Plans

The Local Plan demonstrates operational alignment with the strategic objectives of the respective Regional Plan, drives coordination with local partners, and highlights key service-delivery strategies. In this regard, service delivery is typically integrated at the local level, where resources are braided and support is provided to participants through multiple workforce system partners. The Local Plans should address partnerships established under the previous Local and Regional Planning and Modification processes. This includes WIOA core and required program partners, as well as state strategic partnerships. Local Boards are also encouraged to address any additional partnership efforts taking place at the local level, if applicable.

The Local Plan process is not intended to place an additional administrative burden on programs that are providing critical services to the public. Rather, the Local Plan is intended to facilitate communication across systems to improve service coordination during these critical times. Local Boards and their partners have flexibility in determining the nature, scope, and depth of each partnership based on local needs and priorities.

WIOA Core and Required Partner Coordination

Under WIOA, the ultimate vision is for core and required programs to operate as a unified system, strategically assessing and responding to the needs of workers and employers and aligning them with service strategies. This section of the Local Plan should address coordination with the following WIOA core and required program partners identified under WIOA Section 121:

- WIOA Title II - Adult Education and Literacy
- WIOA Title III - Wagner-Peyser
- WIOA Title IV - Vocational Rehabilitation
- Carl Perkins Career Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs (WIOA Section 166)
- Migrant and Seasonal Farmworkers (WIOA Section 167)
- Veterans
- Youth Build
- Trade Adjustment Assistance Act
- Community Services Block Grant
- Housing and Urban Development
- Unemployment Compensation
- Second Chance
- Temporary Assistance for Needy Families/CalWORKs

This section of the Local Plan should address the following:

- ***How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WIOA Memorandums of Understanding ([WSD18-12](#)).***
- ***How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in Strategic Co-Enrollment – Unified Plan Partners ([WSD19-09](#)).***
- ***How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.***
- ***How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services.***

- ***How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in Nondiscrimination and Equal Opportunity Procedures (WSD17-01).***

State Strategic Partner Coordination

During the two-year modification of PY 2015-2020 Local Plans, Local Boards were asked to establish new partnerships with strategic partners included in the State Plan modification. This section of the Local Plan should address ongoing coordination efforts with the partnerships established in *Regional and Local Plans PY 17-21 – Two Year Modifications (WSD18-01)*, and include the following:

- ***How the Local Board will coordinate with County Health and Human Services Agencies and other local I partners who serve individuals who access CalFresh Employment and Training services.***
- ***How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.***
- ***How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.***
- ***How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.***

WIOA Title I Coordination

This section of the Local Plan should describe strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs. It should also address the services, activities, and administrative requirements established for Local Boards under WIOA Title I, and include the following:

- ***Training and/or professional development to frontline staff to gain and expand proficiency in digital fluency and distance learning.***
- ***Training and/or professional development to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.***
- ***How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in Rapid Response and Layoff Aversion Activities (WSD16-04).***
- ***A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the***

Local Board will ensure that priority for adult career and training services will be given to recipients receiving public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WIOA Adult Program Priority of Service (WSD15-14).

- *A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WIOA Youth Program Requirements (WSD17-07). This includes any strategies regarding how to increase the digital literacy and fluency of youth participants, including youth with disabilities.*
- *The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.*
- *A description of how the AJCC Operator and/or the Career Services Provider roles are fulfilled within the Local Area as outlined in Selection of AJCC Operators and Career Services Providers (WSD19-13). This includes the name(s) and role(s) of all entities.*

Stakeholder and Community Engagement

The development of comprehensive Plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. It includes engaging with employers and labor organizations, as well as WIOA core, required, and strategic program partners. Additionally, building meaningful partnerships with worker centers and community-based organizations that work closely with a variety of populations, including undocumented immigrants, will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves. Stakeholders participating in the planning processes should include, but are not limited to, employers, labor organizations, education partners, human services and housing partners, as well as community-based organizations that provide services to target populations such as justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, BIPOC, Latinx, LGBTQ+, and any other entities supporting historically unserved or underserved communities.

Using the **Stakeholder and Community Engagement Summary Template** (Attachment 2), RPUs and Local Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement were achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans. A list of potential **Regional and Local Planning Partners** (Attachment 3) is included as a tool to assist with identifying stakeholders for the planning process.

Public Meetings and Public Comment

Local Boards are subject to the open meeting requirements of the *Ralph M. Brown Act* which ensures that meetings are properly noticed, agendas are made available, and the public has an opportunity to provide comments on local policy and operations.

Local Boards must provide a 30-day opportunity for public comment prior to submission of the Regional and Local Plans. Any comments that express disagreement with the Regional or Local Plans must be included in the final submission.

Accessibility and Inclusivity

In accordance with WIOA Section 188, public meetings and publicly disbursed information pertaining to Regional and Local Plan content must be made fully accessible to individuals with disabilities, as well as to individuals who require additional language options. The Department of Rehabilitation's [Constructing Accessible Electronic Content](#) webpage contains the Seven Steps to Creating an Accessible Microsoft Word Document guide that can assist you in preparing accessible documents. Reasonable accommodations and alternative formats or languages must be provided upon request to ensure an opportunity for full and equal participation in the planning process.

Regional and Local Plan Format

RPUs and Local Boards should arrange their completed Regional and Local Plans in the following order:

Regional Plan

1. Cover Page
 - a. Name of RPU
 - b. Name of each Local Board in RPU
 - c. Primary contact name, phone number, and email address (if applicable)
2. Regional Plan Content
 - a. Analytical Overview of the Region
 - b. Fostering Demand-Driven Skills Attainment
 - c. Enabling Upward Mobility for All Californians
 - d. Aligning, Coordinating, and Integrating Programs and Services
3. Appendices
 - a. Stakeholder and Community Engagement Summary
 - b. Public comments received that disagree with the Regional Plan
 - c. Signature Page

Local Plan

1. Cover page
 - a. Name of Local Board
 - b. Contact name, phone number, and email address
2. Local Plan Content
 - a. WIOA Core and Required Partner Coordination
 - b. State Strategic Partner Coordination
 - c. WIOA Title I Coordination

3. Appendices
 - a. Stakeholder and Community Engagement Summary
 - b. Public comments received that disagree with the Local Plan
 - c. Signature Page

Submission Criteria

Each RPU must submit one package that includes the following documents in separate, accessible PDF files copied to a USB flash drive:

- One electronic copy of the Regional Plan with the electronic signatures of the Local Board Chair(s) within the RPU.
- One electronic copy of each Local Plan within the RPU with the electronic signatures of the Local Board Chair and CEO or their designated alternate.

If an electronic signature of the CEO or their alternative cannot be achieved by the submission deadline, the Local Board must submit a blank signature page and include a detailed explanation for the signature absence(s) and the date by which the signed copy will be provided.

Regional and Local Plans must be submitted by USB flash drive to the CWDB no later than March 31, 2023, through one of the following methods:

Mail California Workforce Development Board
CWDB Policy Unit
PO Box 826880
Sacramento, CA 94280-0001

**Overnight Mail/
Hand Delivery** California Workforce Development Board
CWDB Policy Unit
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

ACTION

Please bring this Directive to the attention of the Local Board and other relative parties.

INQUIRIES

If you have any questions, contact CWDB Policy Unit at CWDBPolicyUnit@cwdb.ca.gov.

/s/ JAVIER ROMERO, Deputy Director
Workforce Services Branch

Attachments:

1. [WIOA Regional Planning Units \(DOCX\)](#)
2. [Stakeholder and Community Engagement Summary \(DOCX\)](#)
3. [Regional and Local Planning Partners \(DOCX\)](#)
4. [Summary of Comments \(DOCX\)](#)



Michael Katz

Regional Organizer

mkatz.eastbayworks@gmail.com

February 7, 2023

CA Workforce Development Board Regional Program

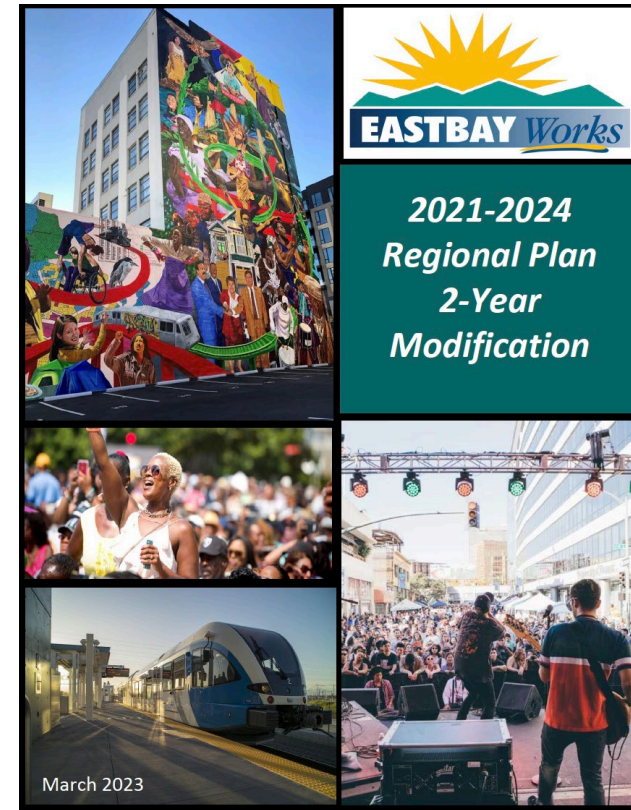
- 15 Regional Planning Units (RPU)
- East Bay RPU AKA **EASTBAYWORKS**
 - *WDB Contra Costa County*
 - *Richmond WDB*
 - *Alameda County WDB*
 - *Oakland WDB*
- Regional Planning
- Regional Plan Implementation



PY21–24 Regional Plan 2-Year Modification



Original Plan Submitted: April, 2021



Modified Plan Due: March, 2023

PY21–24 Regional Plan 2-Year Modification



Contents

- Analytical Overview of the Region
- Regional Indicators
- Fostering Demand-Driven Skills Attainment
- Enabling Upward Mobility For Californians
- Aligning, Coordinating, & Integrating Programs & Services

Analytical Overview of the Region

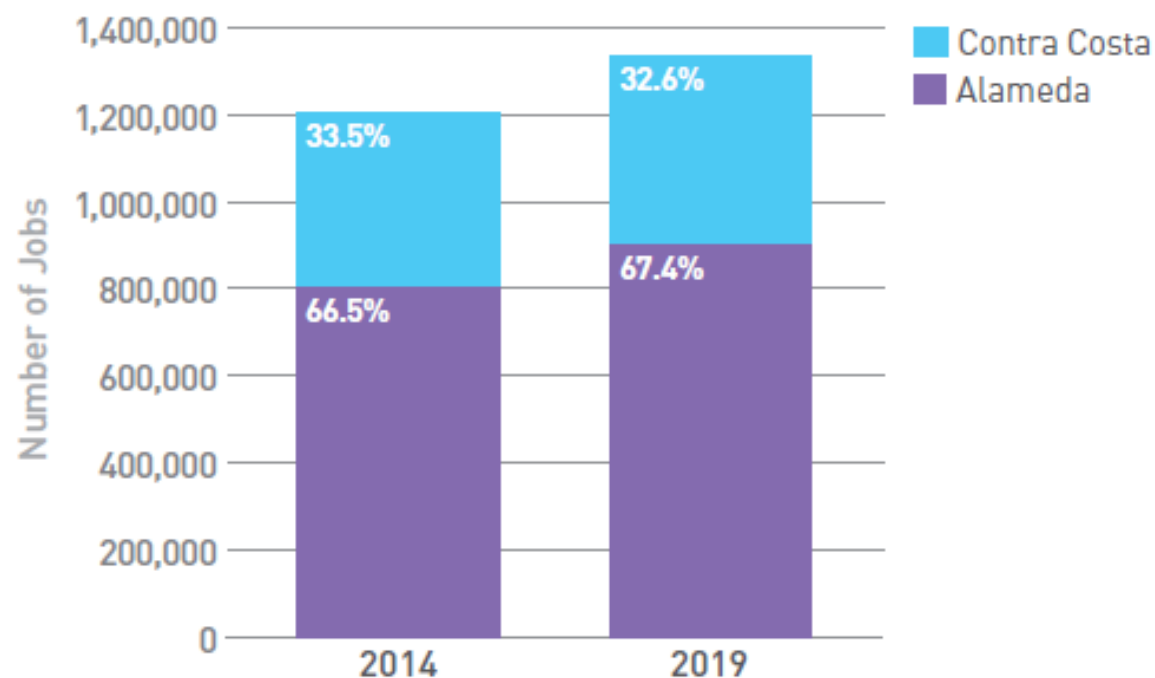


Workforce and Economic Analysis

- Employment & Unemployment Data
- Educational & Skill Levels of the Workforce
- Regional Employers' Skills Needs
- Regional Skills Gaps
- Industries & Occupations with Emerging Demand

Geographic Distribution of Jobs

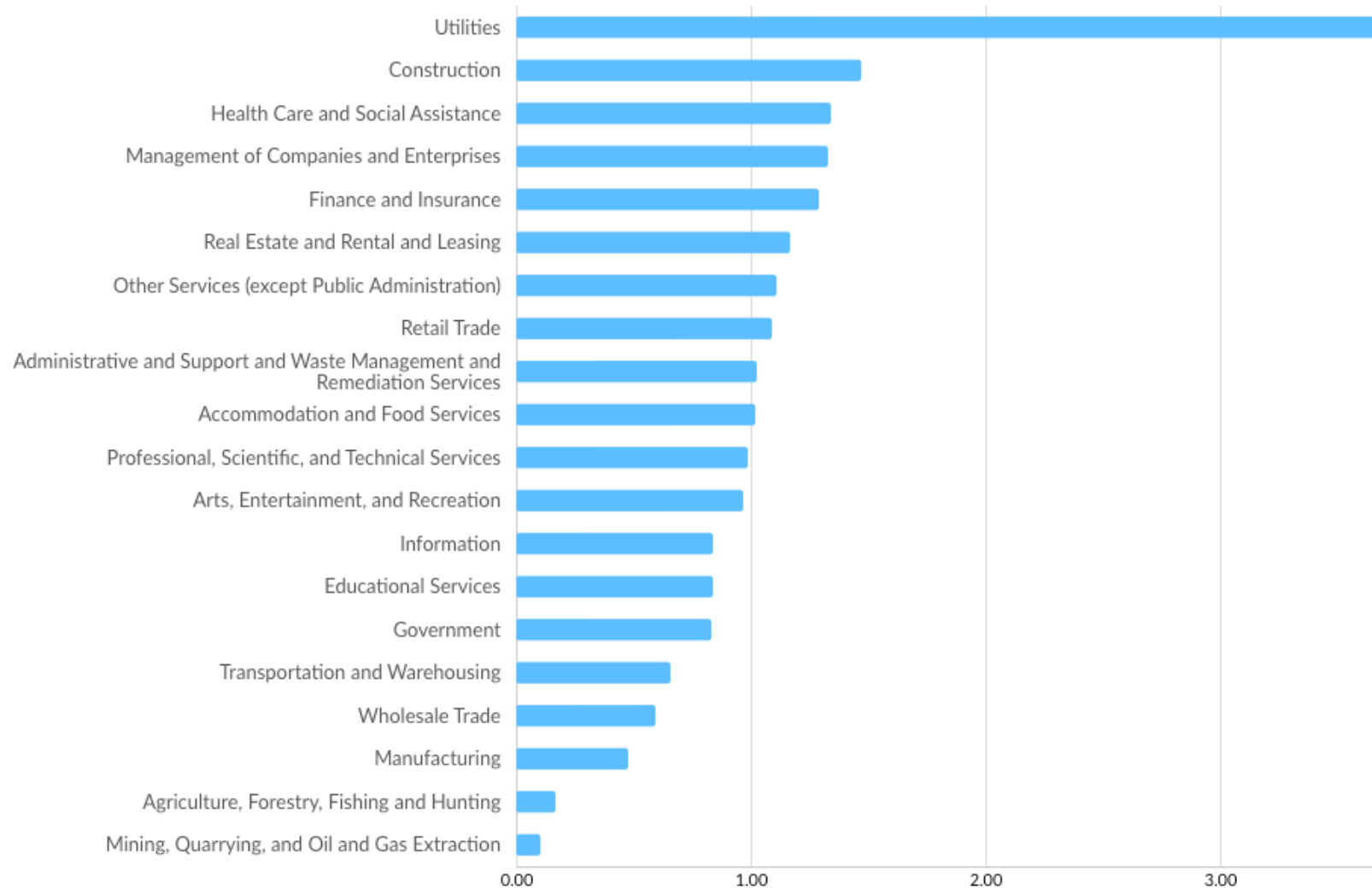
East Bay Jobs by County, 2014 and 2019



Source: EMSI, 2021; Strategic Economics, 2021.

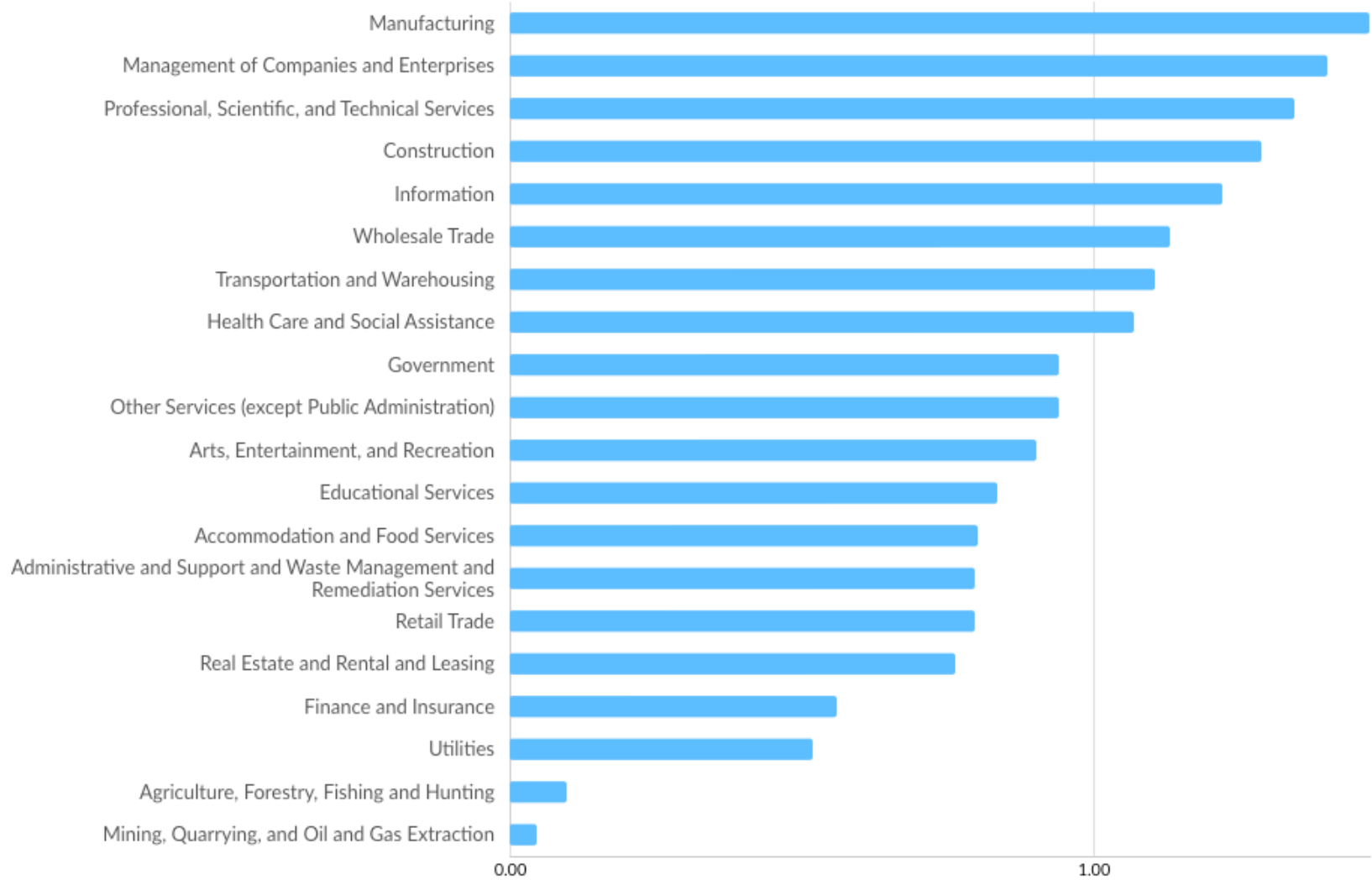
- 1/3 of jobs in Contra Costa County
- Concentrated in household-serving sectors: food services, healthcare, personal services, & hospitality
- 2/3 of jobs in Alameda County
- Concentrated in traded sectors: biotechnology, creative professional services, IT, advanced manufacturing, and logistics

Competitive Advantage: Contra Costa County



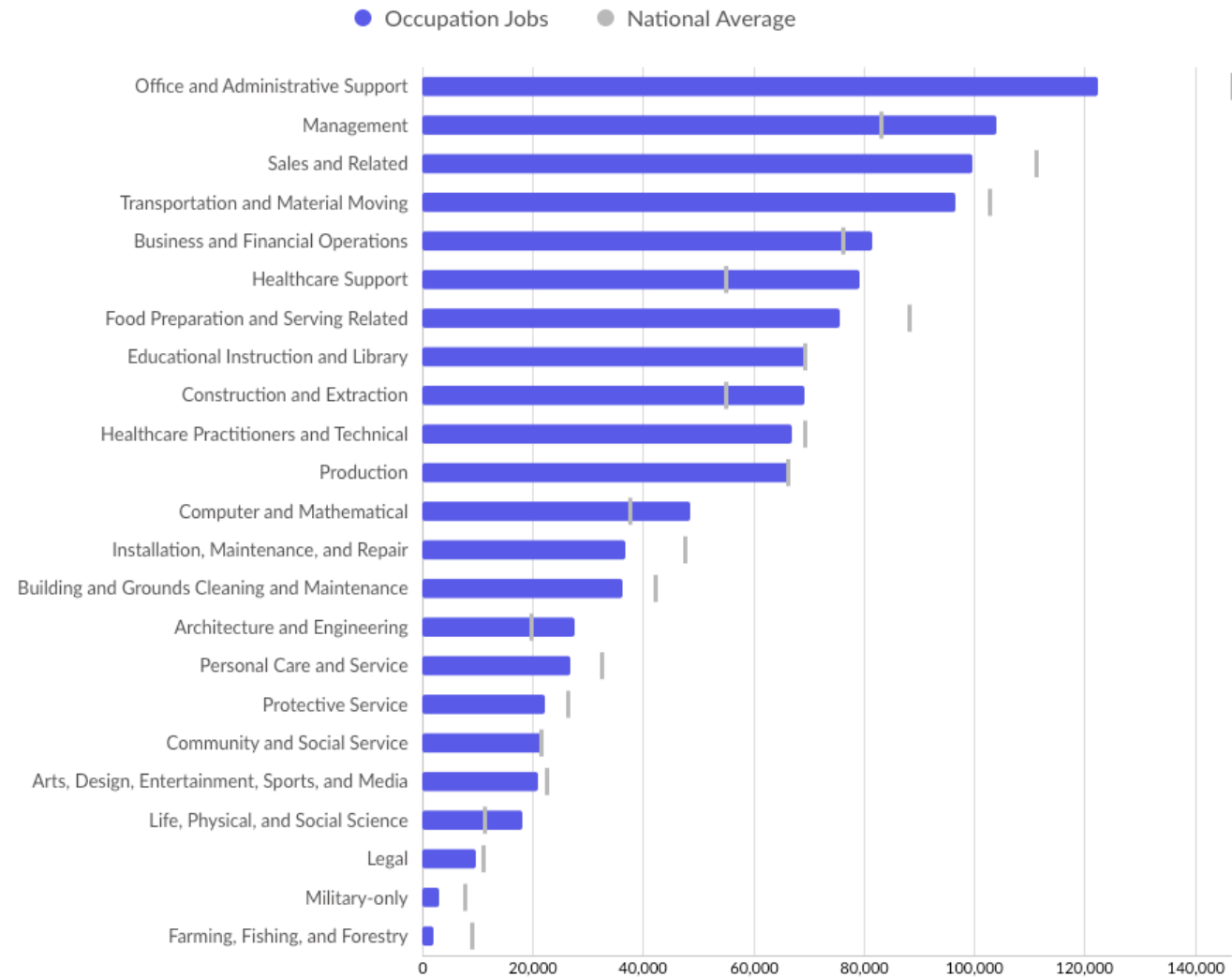
Source: Lightcast 2022

Competitive Advantage: Alameda County



Source: Lightcast 2022

Jobs by Occupation



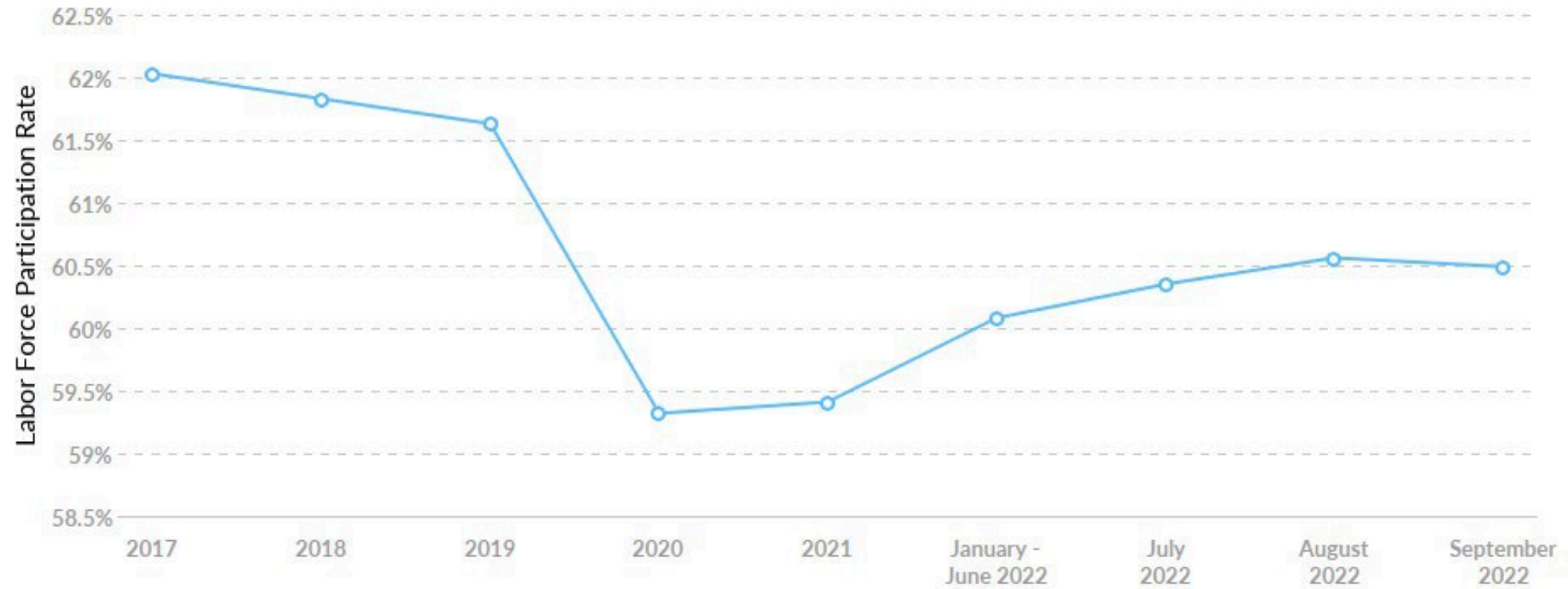
Source: Lightcast 2022

Employment

Industry	East Bay
Leisure & Hospitality	-11%
Nondurable Goods	-12%
Financial Activities	-8%
Information	-8%
Government	-7%
Construction	-3%
Natural Resources, Mining, Construction	-3%
Other Services	-3%
Trade, Transportation & Utilities	1%
Professional & Business Services	0.3%
Educational & Health Services	4%
Manufacturing	11%
Total Nonfarm	-1%
Total Farm	0%

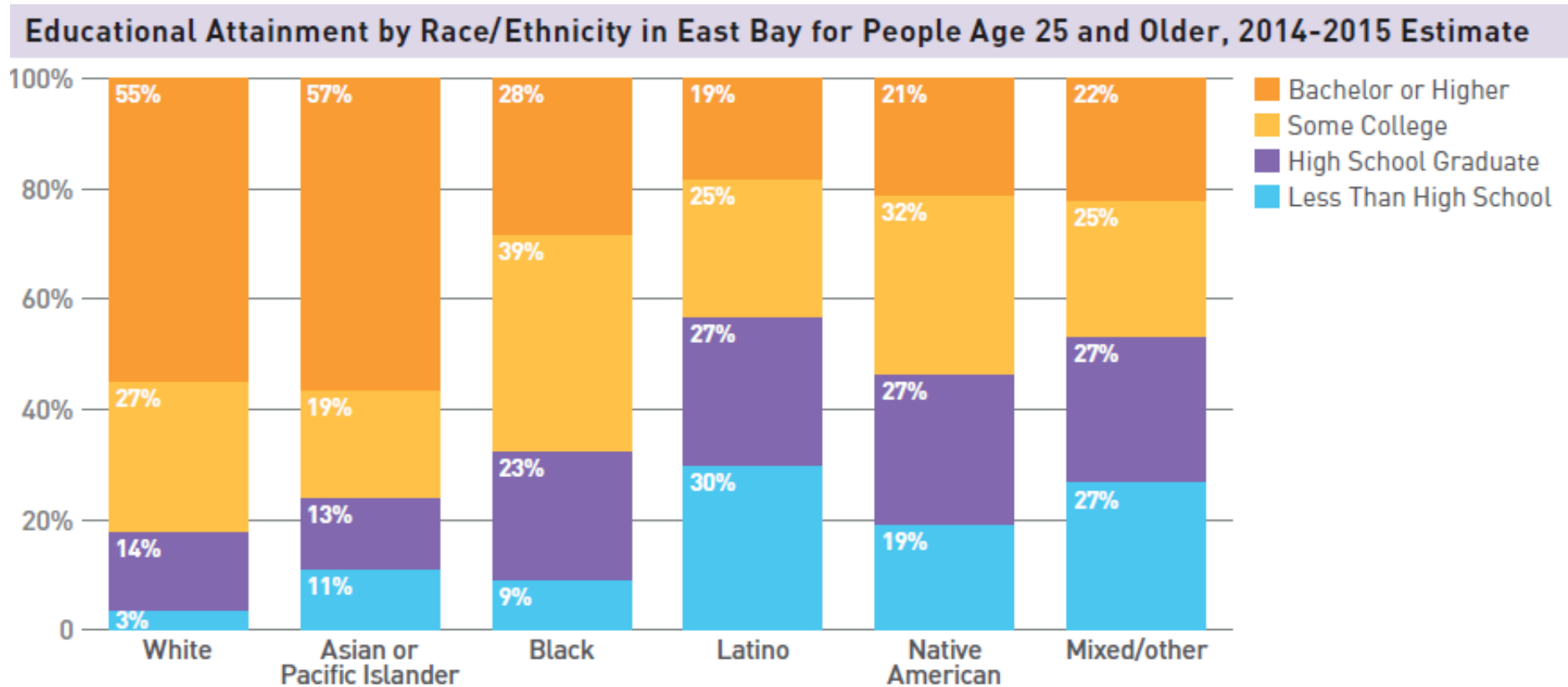
Change in the Number of Jobs by Industry East Bay
August 2019 – August 2022

Labor Force Participation



Source: Lightcast 2022

Education Levels



Source: National Equity Atlas, 2021; Strategic Economics, 2021.

Living Wage Levels

	Alameda County	Contra Costa County
Food	\$9,124	\$9,124
Child Care	\$14,718	\$13,472
Medical	\$7,249	\$7,249
Housing	\$30,941	\$30,941
Transportation	\$11,391	\$11,391
Civic	\$5,120	\$5,120
Other	\$6,477	\$6,477
Required annual income after taxes	\$85,144	\$83,898
Annual taxes	\$25,793	\$25,415
Required annual income before taxes	\$110,937	\$109,313

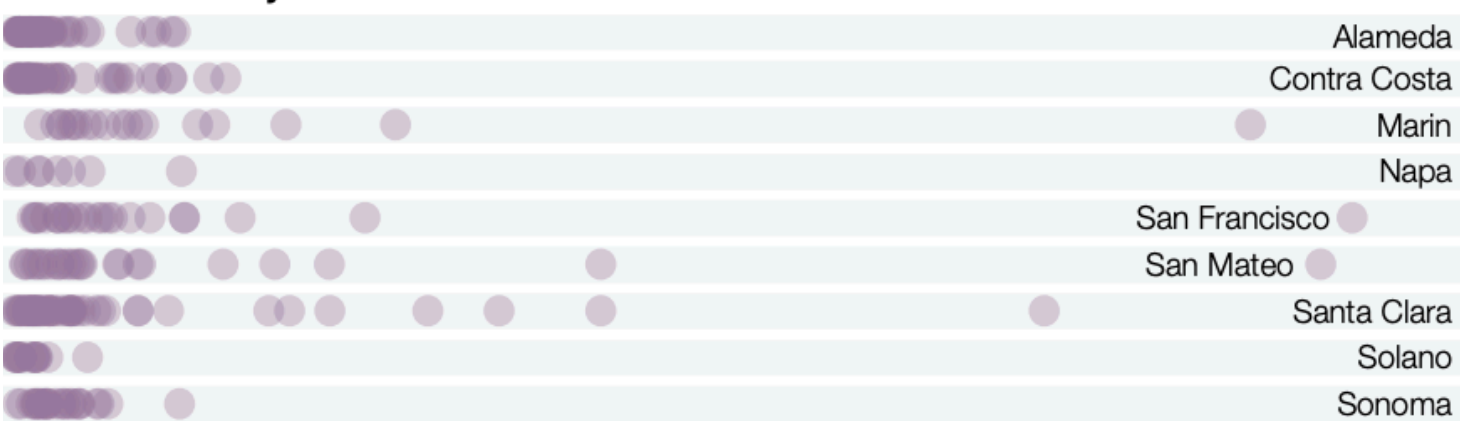
Source: Massachusetts Institute of Technology, Living Wage Calculator

Geographic Wealth Distribution

Wealth Across Bay Area Communities
(Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara Counties.)



San Francisco Bay Area



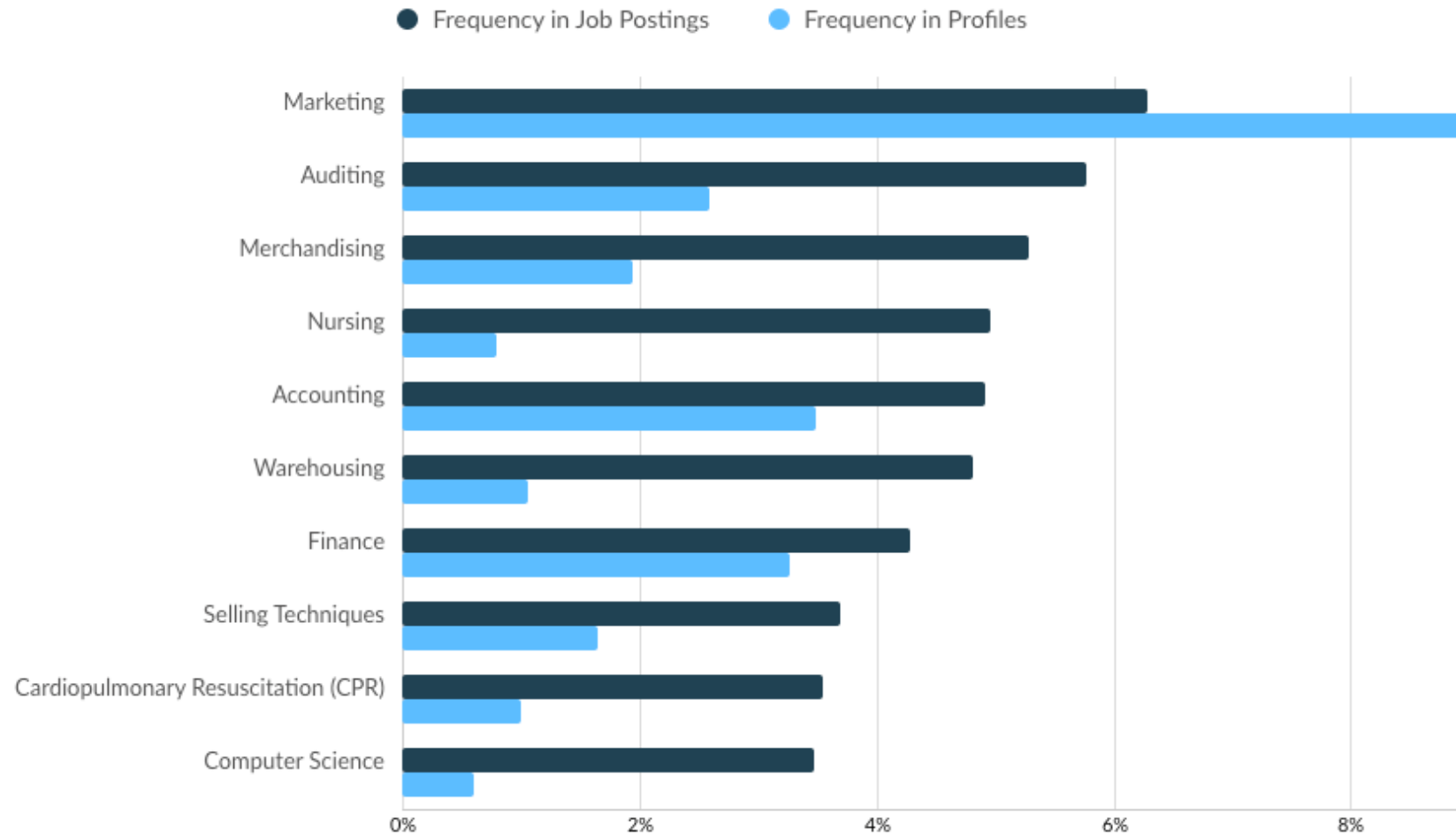
Source: California Legislative Analyst's Office

Skills Supply & Demand

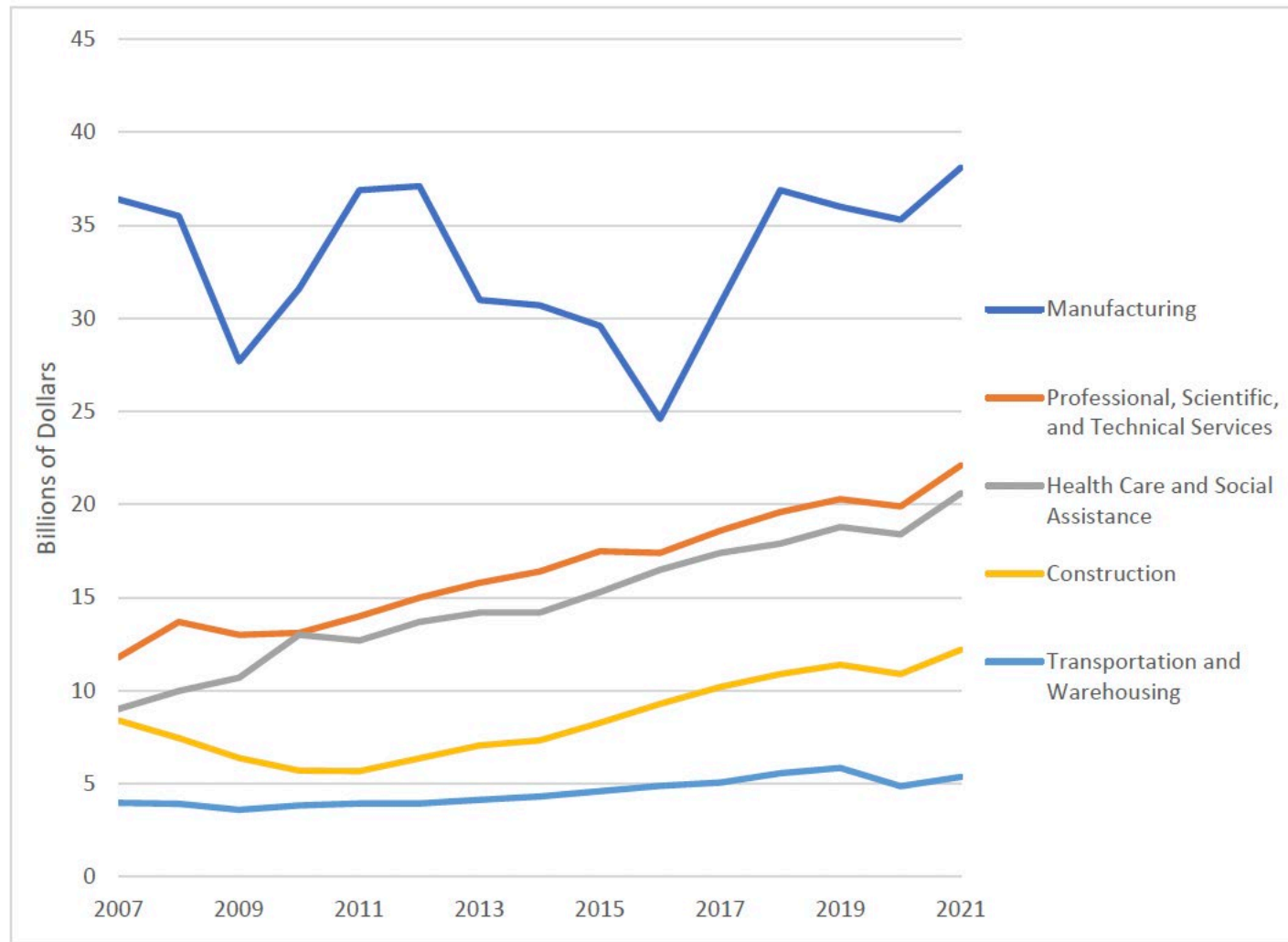
Demand > Supply*

*Except Marketing

Skills Supply & Demand

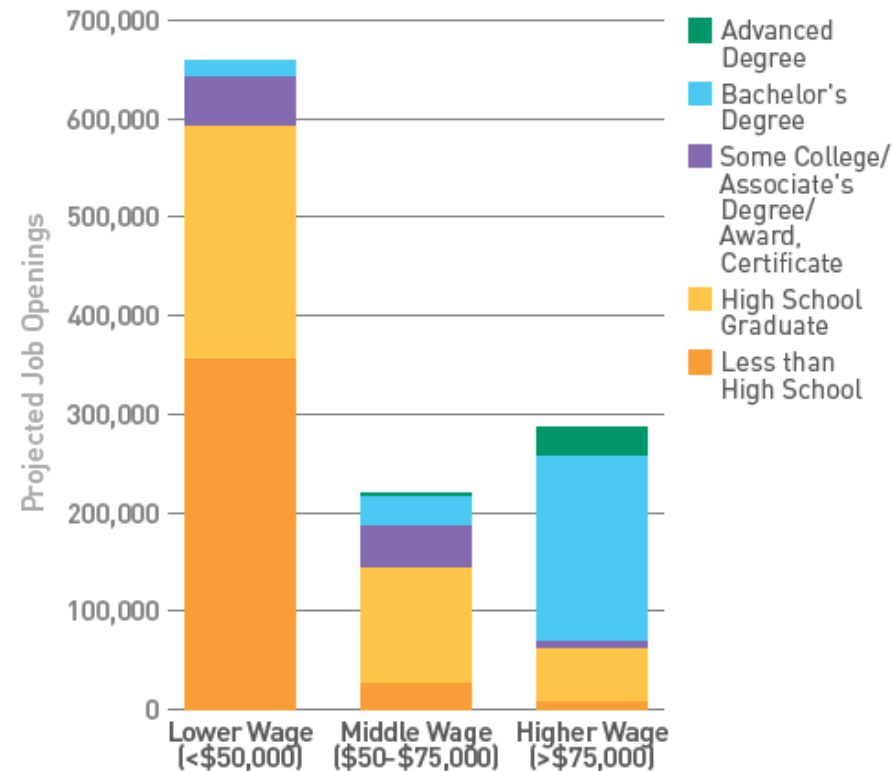


Current & Emerging Demand



Projected Job Openings

East Bay Projected Job Openings by Wage Level and Educational Requirement, 2018 to 2028



Note: There are also 365,000 additional projected job openings that do not have wage information. Sixty-five percent of these jobs require a high school diploma or less.

Source: CA EDD, 2021; Strategic Economics, 2021.

EASTBAY*Works Priority Sectors*



Bay
Area
Health
Workforce
Partnership

Regional Indicators

Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.

Indicator B: The region has policies supporting equity and strives to improve job quality.

Indicator C: The region has shared target populations of emphasis.

Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

Regional Indicators

Objective: The East Bay region shares and coordinates resources to provide ongoing professional development and capacity building training for funded service providers and workforce development system partners in support of meeting the needs of region's target populations and other key customers.

Regional Indicators

Goal 1:

The region will have systems in place to:

- a) deliver ongoing professional development and capacity building training to funded service providers and system partners;
- b) track funded service providers' and partners' participation in regional professional development and capacity building training; and
- c) evaluate effectiveness, relevance, and applicability of professional development and capacity building training.

Regional Indicators

Goal 2:

Increase the capacity of the system's service delivery network to:

- a) connect with regional sector strategies;
- b) engage in inclusive outreach and recruitment; and
- c) deliver equitable and inclusive service strategies.

Regional Indicators

Metrics

- ✓ Number of: Training Topics, Sessions, Hours, Attendees
- ✓ Percentage of Funded Service Provider Participation
- ✓ Training Participant Evaluation of:
 - “Overall Effectiveness of Training”
 - “Ability to Apply Information Learned”
 - “Recommend Training to Others”

Regional Indicators

Impacts

- ✓ Diversity, Equity and Inclusion (DEI)
- ✓ Cultural Competency:
- ✓ Trauma-Informed Approaches
- ✓ Digital Literacy Skills
- ✓ Evidenced-Based Approaches to Working with Priority Populations

S

Fostering Demand-Driven Skills Attainment

Regional Sector Initiatives & Pathways



Bay
Area
Health
Workforce
Partnership

Enabling Upward Mobility For Californians

”High Road” Workforce System

- Prioritize Quality Jobs & Career Pathways
- Shared Target Populations & Targeted Service Strategies
- Promote Equity & Inclusion

Enabling Upward Mobility For Californians

Equity & Inclusion

- Continuous Peer-to Peer Learning Exchange
(Intra-Regional/ Inter-Regional/ Statewide)
- Policy Sharing
- Staff and Provider Capacity Building
- Targeted Grants
- Strategy Innovations:
 - ✓ Work/Wage-Based Training Models: OJT, Apprenticeship
 - ✓ Wrap-Around Supportive Services
 - ✓ Financial Literacy

Aligning, Coordinating, & Integrating Programs & Services

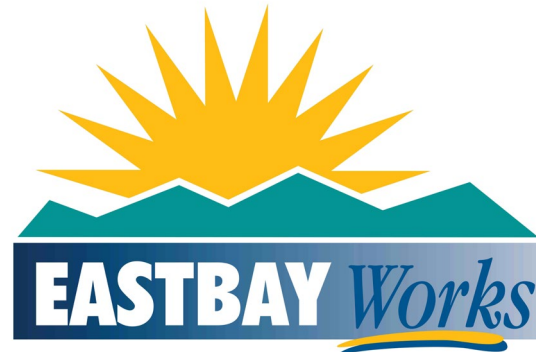
- EBW MOU
- EBW Website
- Collaboration with Economic Development Entities

Priorities & Key Considerations

- Changing Attitudes to Work
- Digital Divide & Lack of Digital Equity
- Career Pathways that Create Opportunities for Income Mobility
- Prioritize Mental Health Needs

Q & A

Thank You



Michael Katz

Regional Organizer

mkatz.eastbayworks@gmail.com



Oakland Workforce Development Board 2021-24 Two-Year Local Plan Modification

Contact Information:

Sofia Navarro, Executive Director

Phone Number: 510-238-3474

Email Address: snavarro@oaklandca.gov



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Introduction

As required by the *Workforce Innovation and Opportunity Act (WIOA)*, the City of Oakland Workforce Development Board (OWDB) issued a four-year local plan for PY 2021-24. The local plan focused partnerships and coordination efforts in alignment with the ongoing anti-racism work of the City's Department of Race and Equity Department and the City's Economic Recovery Plan. The goal is a more equitable and inclusive economy that works for all Oaklanders. Prior to the pandemic, Oakland had moved just 2% towards our adopted economic goal of increasing Black and Latino household wealth¹.

With the implementation of the Local Plan, the OWDB has begun to provide a more coordinated set of relationships among providers and partners in the workforce system that supports the advancement of economic stability and equitable access to Oakland's most vulnerable residents in the communities of Fruitvale, East and West Oakland, where a high number of Black and Latinx residents live, and are unemployed at higher rates than the general population.

The local plan modification provides an updated overview of these efforts.

WIOA Core and Required Partner Coordination

Local Board and America's Job Centers of California (AJCC) Partner Coordination

The OWDB contracts with community-based organizations to align local resources as set forth in its Phase I Memorandum of Understanding (MOU). The Phase I MOU includes the partners who provide Basic Career Services and/or Individualized Career Services within the local workforce development system, listed below.

OWDB MOU Core Partners

OWDB Core Partner	Services & Resources
AJCC contracted service providers: <ul style="list-style-type: none"> • Oakland Private Industry Council • Lao Family Community Development • The Unity Council • Swords to Plowshares • Mandela Partners • Success Centers 	WIOA Title I Adult and Dislocated Worker services
California Department of Rehabilitation (DOR)	Vocational Rehabilitation job placement services

¹ City of Oakland's adopted goal is to reduce Black and Latino asset poverty by 50%. Source: Economic Development Strategy, Prosperity Now: <https://www.oaklandca.gov/projects/economic-development-strategy>

California Employment Development Department (EDD)	Wagner-Peyser, Trade Adjustment Assistance (TAA), and Unemployment Insurance (UI)
Oakland Unified School District (OUSD)	Adult Education and Family Literacy Act (AEFLA) services
Peralta Community College District	Career Technical Education (CTE) programs
Alameda County Social Services Agency	CalWORKS (TANF) services, CalFresh (SNAP) administration, Title V, and Adult and Aging Services
Strong Native Workforce	Employment, education, and training for Native American populations
Oakland / Alameda County Community Action	Community Services Block Grant services
Oakland Housing Authority	Housing services
Peralta Community College District (PCCD)	Carl D. Perkins and Career Technical Education (CTE) programs
Vietnamese American Community Center of the East Bay	Senior Community Service Employment Program (SCSEP)
Treasure Island Job Corps	Job Corps programs

The OWDB is committed to making investments designed to meet the needs of priority populations and is working to effectively connect and leverage various resources to maximize value to Oakland's job seekers. In collaboration with Oakland's One-Stop Operator, Oakland focuses services to:

- Job seekers facing multiple barriers to employment such as poverty, lack of basic education or education credentials, lack of employable job skills or vocational training, the formerly incarcerated and those with English as a second language (AJCCs);
- Veterans, those affected by the Trade Adjustment Act, and those seeking unemployment insurance benefits (EDD);
- Job seekers lacking basic education, or educational credentials (high school diplomas, GEDs, etc.) or ESL (OUSD Adult Education and Literacy);
- Those facing barriers to, or lacking access to, Career Technical Education (Peralta Colleges);
- Those receiving public benefits such as, TANF or CalWORKS (Alameda County Social Services Agency);
- Those facing disability challenges (Department. of Vocational Rehabilitation);
- Those unhoused or residing in transitional or supported housing of the U.S. Housing Authority (OHA);
- Native American job seekers (Strong Native Workforce);
- The formerly incarcerated (Center for Employment Opportunities);
- Low-income youth facing multiple employment barriers (YEP);

Co-Enrollment & Case Management Strategies

The OWDB works in 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. The table below provides a high-level overview of some of the major elements of the local network of career pathway programs.

Career Pathways by Industry Sector

Industry Sector	Career Pathway	
	NACAE (Bridge Programs)	PCCCD CTE Programs
Advanced Manufacturing	Instrumentation & Control Tech. Machine	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.

-CTE Programs includes both Certificate and Associate of Arts/Sciences Degrees.

The OWDB recognizes the significant barriers that systems-involved youth and young adults experience in connecting to workforce services, career pathways and eventual entry and advancement in gainful employment. These populations include current and former foster youth, particularly those involved with the justice system and young adults experiencing homelessness. The OWDB has identified youth and young adult engagement and workforce development needs in target sectors that provide meaningful opportunities as key pillars of the City's Economic Recovery Plan through the application of emerging and innovative strategies and approaches with the adoption and replication of quality practices from across the state and country, along with active participation in regional efforts to address the critical service and opportunity gaps young people face.

The OWDB facilitates co-enrollment across program areas while striving for more coordinated case management between agencies. A large part of case management coordination is informed by systematic data tracking. 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 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 AJCCs 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. 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 its contracted WIOA Adult and Dislocated Worker service providers around the provision and coordination of Rapid Response services.

Facilitating Access to One- Stop Services

The OWDB funds the operations of three affiliate AJCCs in zip codes with the highest unemployment and have a large population of Black and Latinx residents in the areas of Fruitvale, East and West Oakland. The Comprehensive One-Stop Career Center is located at the West Oakland site which also operates a satellite office in downtown Oakland. In addition, Oakland is funding three affiliate/specialized AJCCs for more targeted services for jobseekers including veterans and justice-involved individuals. Each of the AJCCs provides WIOA Title I funded services to adult job seekers and workers. These locations provide 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. The California Employment Development Department (EDD) operates an affiliate AJCC site in East Oakland near the Oakland Coliseum, which is the only site within city limits that provides in-person Wagner-Peyser, Unemployment Insurance, and Disability Insurance services.

The OWDB also is helping to lead a few other initiatives to further support the development of the local workforce system. These include the West Oakland Job Resource Center, which 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. Oakland's 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.

Accessibility Through Technology

In alignment with the goals and strategies outlined in this plan, the OWDB has expanded efforts to use technology and other tools to increase services to the targeted populations, as well as deepen partnerships with employers and businesses that are supportive partners in this work. Coordination efforts with workforce partners have generated a series of industry specific virtual job fairs.

Additionally, the OWDB has expanded access of Metrix Learning to its partner network making it available to all Oaklanders. Metrix is an online learning management system that helps job seekers upgrade their skills and gain certifications to secure employment available 24/7 in three different languages.

Compliance with Applicable Provisions of the Americans with Disabilities Act

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 serves as the Departmental Access Coordinator for ADA issues. The OWDB and its contracted service providers maintains a working partnership with local representatives from the California Department of Rehabilitation (DOR) to coordinate the provision of services locally in accordance with the 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.

State Strategic Partner Coordination

Among OWDBs partnerships, state partners include Alameda County Social Services Agency, Alameda County Child Support Services, California Department of Rehabilitation and community-based organizations who serve individuals who are English language learners, foreign-born and/or refugees. The table below describes these ongoing strategies by agency partner.

State Strategic Partner Coordination Strategies	
OWDB Partner	Ongoing Collaborative Strategies
Alameda County Social Services Agency-CalFresh	<ul style="list-style-type: none"> Assess the referral process from training providers and work to design improvements.
Employment & Training (E&T)	<ul style="list-style-type: none"> Work with WIOA providers to enhance marketing materials used by CalFresh E&T, including launching digital campaigns. Invite third-party CalFresh E&T providers to participate in partner meetings held by the One-Stop Operator. Continue to work with partners providing job readiness services

California Department of Rehabilitation (DOR)	<ul style="list-style-type: none"> • Continue agreements with DOR to include resource commitments for increasing Competitive Integrated Employment (CIE) opportunities for people with intellectual or developmental disabilities. • Train staff to meet needs of job seekers with intellectual or developmental disabilities. • Strengthen referral processes between organizations for job seekers with intellectual or developmental disabilities. • Provide job coaching for clients based on Individualized Plan for Employment. • Educate and inform employers on hiring (benefits, accommodations) job seekers with intellectual or developmental disabilities.
Alameda County Department of Child Support Services (ACDCSS)	<ul style="list-style-type: none"> • Place WIOA program materials with ACDCSS staff, case workers, call center representatives, etc. • Work with family court to outline structured workforce goals for Zero Income Court Order clients. • Refer payment-delinquent clients to workshops for career advancement and skill development (those ineligible for WIOA services) • Facilitate informational sessions for call center and caseworkers to increase understanding of available programs and services. • Explore a pilot program that offers "condition of participation" to support payment-delinquent non-custodial parents by offering a grace period and suppressing enforcement actions. • Establish communication and progress monitoring protocols to properly track ACDCSS client progress. • Explore self-employment pathways for clients interested in entrepreneurship. • Establish direct referral systems from the local Child Support Agency and family courts to local AJCC sites. • Collect customer feedback on 211.org referral system to refine or modify direct referral processes
Alameda County Social Services Agency-Refugee Social Services & English	<ul style="list-style-type: none"> • Convene a series of information sharing sessions for WIOA and Refugee Social Services and Targeted Assistance, and ELP service providers to understand programs, eligibility requirements, share employer information, and develop processes for co-enrollment and retention.
Language Learner (ELL) Service Providers	<ul style="list-style-type: none"> • Invite ELL network providers to participate in AJCC partner meetings coordinated by the One Stop Operator • Participate in ACSSA quarterly career services meetings and the East Bay Refugee Forum Meetings • Service providers will develop culturally specific workshops designed for ELP clients to learn about regional career pathways

	<p>programs and education programs (adult schools, community colleges) that are aligned with high-growth occupations to retain this population.</p> <ul style="list-style-type: none"> • Identify middle-skill occupations for program participants and • provide access to training and certifications
--	---

WIOA Title I Coordination

Professional Development for Frontline Staff

In alignment with adopted strategies with WIOA core partners, an emergent priority area for the OWDB under the PY21-24 Local Plan is cross-training opportunities with partner agencies. To effectively coordinate the activities and resources of the mandated partners the OWDB One-Stop Operator organizes and conducts regular cross information sharing sessions with all America's Job Centers, affiliates, and satellites. The partners present current programming, eligibility criteria and resources. They also discuss cross referrals and other mutual development activities;

The table below describes additional professional development activities for frontline staff in the areas of digital fluency, distance learning, and culturally competent and trauma-informed service delivery.

Professional Development Priorities for Frontline Staff

Training Area	PY21-24 Objectives
Digital Fluency and Distance Learning	<ul style="list-style-type: none"> • Partner with Adult Education Providers to deliver digital fluency and distance learning professional development. The OWDB should partner with the Northern Alameda Consortium for Adult Education (NACAE) and the Alameda County Office of Education to identify instructional supports for frontline staff, including a virtual workshop-based professional development series targeting digital fluency and distance learning best practices.
Culturally Competent and Trauma-Informed Service Delivery	<ul style="list-style-type: none"> • Partner with the Alameda County Behavioral Health Trauma Informed Care Project to deliver professional development trainings on culturally competent and trauma-informed service delivery. The Alameda County Trauma Informed Care Project links agencies to a multitude of resources specifically highlighting trauma-informed care frameworks for service providers. The OWDB should partner with project staff to identify best-fit professional development resources for frontline staff, including accessible e-learning opportunities.

Rapid Response and Layoff Aversion Activities

The OWDB operates as division within the City of Oakland Economic and Workforce Development Department (EWDD), putting it in a unique position to help support the needs of Oakland businesses. To support rapid response and layoff aversion efforts, the OWDB provides linkages between employers and job seeker services by coordinating closely and intentionally with the

AJCC system. The following are representative of the rapid response and layoff aversion strategies employed by the OWDB:

- 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 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 to deliver services to affected businesses and workers.
- 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.

Adult and Dislocated Worker Services

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. The OWDB currently contracts with six (6) local service providers to provide the following WIOA-funded services for adult job seekers and dislocated 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 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:** Follow up services are provided so employees are able to be successful in new placements and can be of 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.

Youth Program Services

The OWDB's contracted Youth Services providers deliver a system of coordinated workforce services for enrolled Oakland youth. 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; and
- 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.
- Intentional support for summer employment opportunities for youth and young adults to build employment experience, industry awareness, and create relationships with employers and supervisors.

The OWDB has identified the following local priority populations:

- Individuals residing in Oakland neighborhoods with the highest rates of unemployment (East Oakland, Central/Fruitvale, and West Oakland), particularly in the following priority zip codes: 94621, 94603, 94605, 94601, 94607.
- Unemployed and out-of-school youth who are African American/Black, Latinx, Native American, and Asian/Pacific Islander.
- Currently or former legal/justice-involved individuals.

OWDB is committed to participating in and advancing regional sector partnerships and strategies. Sector partnerships are regional, employer-driven, include 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 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.

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.
- Coordinating services with regional sector strategies and career pathways.

The OWDB administers the City of Oakland’s **Summer Youth Employment Program** for youth, ages 16-21 that provides opportunities to earn money, gain meaningful work experience and improve job-readiness skills. The program is funded through general funds, local businesses, and philanthropic organizations. Through a partnership with the Oakland Fund for Children and Youth (OFCY), the OWDB funds three (3) youth service providers, two (2) of which are year-round WIOA programs. The OFCY is a program of the Human Services Department within the City of Oakland and provides strategic funding to support children and youth from birth to 21 years of age to help them become healthy, happy, educated, engaged, powerful, and loved community members. Since its inception, OFCY has supported youth workforce programming that provides youth career support, workplace exposure, paid internships, and other youth employment opportunities.

Grant Administration

The City of Oakland has multiple departments that play a role in the administration and disbursement of WIOA grant funds. EWDD houses OWDB program staff who provides program oversight of contracted service providers that deliver WIOA services and ensures compliance in accordance with federal, state, and local guidelines. OWDB staff reviews service provider invoices for accuracy and prepares payments for EWD Fiscal Staff approval. Invoices are then forwarded to Finance Department for issuance of payment. Ultimately, Oakland City Administrator has fiduciary oversight. These functions are further subdivided:

- The Oakland Budget Office is directly under the City Administrator and is responsible for developing and managing the city budget.
- The 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.

WIOA Title I Sub-Grant Agreements

The OWDB is committed to a Request For Proposal (RFP) process that is transparent, accountable and competitive process that will support the advancement of economic stability and equitable access to services for Oakland's most vulnerable residents in the communities of, Fruitvale East and West Oakland, where a high number of Black and Latinx residents live and are unemployed at higher rates than the general population. Currently, the OWDB holds contracts with multiple organizations as local WIOA Adult, Dislocated Worker, and Youth Services providers. Each of these contracts were executed following a competitive, rigorous, and public RFP process. Future procurements for services are likely to be further informed by this process.

AJCC Operator and Career Service Providers

Adult and Dislocated Worker Services

The OWDB contracts with the **Oakland Private Industry Council (OPIC)** as the AJCC Operator and Comprehensive Career Center located in West Oakland and downtown Oakland. As the AJCC Operator, OPIC is responsible for implementing the local Memorandum of Understanding and coordinating partnerships. OPIC is responsible for submitting quarterly reports of AJCC Operator activities. The provider also provides WIOA Title I funded services to adult job seekers and worker and works in close partnership with the other two Oakland AJCCs operated by the Unity Council and Lao Family Community Development. The OPIC operates direct services in West Oakland as well as at its downtown location. These locations provide career development resources, including the posting of employment opportunities; skills assessments; occupational and labor market information; career coaching; referrals to supportive services and training programs; and a variety of other services.

The OWDB contracts with **Lao Family Community Development, Inc.** to provide comprehensive training services, including youth training and employment services, adult training services, prison-to-employment services for the justice-involved population, and direct client support services in East Oakland. OWDB contracts with the **Unity Council** to provide these services to adult and youth in Central Oakland. Both partners have deep ties to the community and provides services as Affiliate AJCCs which are integrated with WIOA core and required partner service delivery and the workforce services landscape in Oakland.

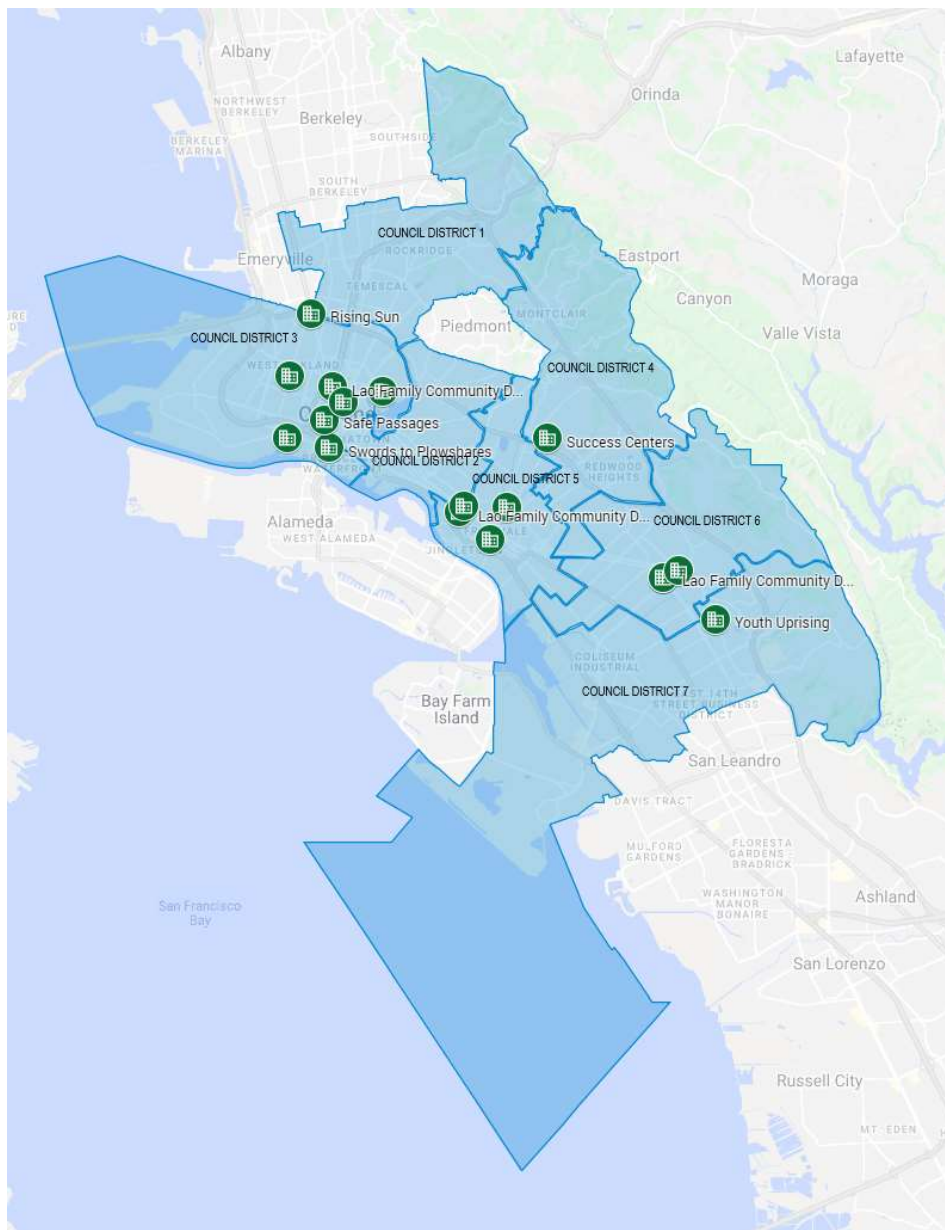
The OWDB is contracting with three additional providers to provide WIOA Adult and Dislocated Worker services to specific populations for more targeted impact as Affiliate/Specialized AJCCs. **Swords to Plowshares** is a local organization with an office in downtown Oakland which provides employment and supportive services to veterans. **Success Centers** provides WIOA Adult and Dislocated Worker to jobseekers with multiple barriers and residing in Oakland's most distressed communities. OWDB is also contracting with **Mandela Partners** as a Specialized AJCC to provide WIOA Adult services, assisting system and justice-involved individuals through training in the culinary industry.

Youth Services

The OWDB contracts with four additional service providers to serve youth through WIOA funds,

in addition to contracting with **Lao Family Community Development** and **the Unity Council** as mentioned above. **Youth Employment Partnership** serves youth and young adults in Central Oakland through a variety of training programs in industries such as construction and hospitality, and provides comprehensive services for educational, housing, childcare, and basic needs support. **Youth UpRising** is located in East Oakland and operates a 25,000 square foot youth-focused facility offering a multitude of services and programs for youth and young adults. **Genesys Works Bay Area** is located in downtown Oakland to connect youth with year-long job opportunities with leading Bay Area businesses. **The Black Cultural Zone** operates in East Oakland to provide community services, cultural activities, and local empowerment to address the historical disinvestment in the community.

Fig 1. WIOA Career Service Providers Map





AGENDA REPORT

TO: G. Harold Duffey
Interim City Administrator

FROM: Daniel Hamilton
Director, Sustainability and
Resilience Group

SUBJECT: Informational Report Regarding
Workforce Implications of Building
Electrification

DATE: February 2, 2023

City Administrator Approval

Date: Feb 2, 2023

RECOMMENDATION

Staff Recommends City Council Receive An Informational Report Regarding Workforce Implications Of Building Electrification.

EXECUTIVE SUMMARY

On December 16, 2020, City Council adopted Ordinance No. [13632](#) C.M.S., mandating that all new construction be all-electric, fulfilling the first major policy step of phasing out fossil fuels in Oakland's building sector. A just and efficient building electrification transition will require a trained, skilled, and stable local workforce. Existing research shows that the transition will create a net increase in employment opportunities in California. Intentional strategies are needed to ensure growth not only in new positions and tasks, but also in well-paying career pathways that equitably benefit the City's local workforce and frontline communities (those most at-risk from the impacts of climate change and a shifting economy, and with the most to gain from equity-based interventions). This Informational Report provides background research and community insights about the potential workforce impacts of building electrification policies; describes the City's stakeholder engagement process and results thus far; and highlights potential actions to achieve an equitable workforce transition.

BACKGROUND/LEGISLATIVE HISTORY

The City of Oakland (City) is a leader in ambitious and equity-driven climate action. Resolution No. [82129](#) C.M.S. (2009) directed staff to develop the City's first climate strategy, the 2020 Energy and Climate Action Plan, with greenhouse gas (GHG) emissions reduction targets of 36 percent (36%) below 2005 levels by 2020 and 83 percent (83%) by 2050.

Public Works Committee
February 14, 2023

In 2016, the California Legislature enacted Senate Bill (SB) 32, which built on the 2006 California Global Warming Solutions Act by requiring Statewide GHG emissions to be reduced to 40 percent (40%) below 1990 levels by 2030. In 2018, Oakland City Council adopted Resolution No. [87183](#) C.M.S., establishing a GHG emissions reduction target of 56 percent (56%) below 2005 levels by 2030. That same year, City Council adopted Resolution No. [87397](#) C.M.S., declaring a climate emergency and calling for regional collaboration and a “citywide just transition and urgent climate mobilization effort to reverse global warming ... as quickly as possible towards zero net emissions.”

In July 2020, through Resolution No. [88267](#) C.M.S., City Council adopted the 2030 Equitable Climate Action Plan (ECAP), a comprehensive plan responsive to the abovementioned targets. The ECAP details 40 Actions within the City’s regulatory and legal spheres of control to improve Oakland’s climate resilience, advance equity, and reduce local GHG emissions on a path projected to exceed Council’s adopted targets. Alongside the ECAP, City Council adopted Resolution No. [88268](#) C.M.S., creating a 2045 full carbon neutrality target.

Achieving the City’s GHG reduction targets and carbon neutrality will require complete decarbonization of Oakland’s buildings: eliminating on-site fossil fuel combustion and ensuring that all mechanical systems run on clean electricity. On December 16, 2020, City Council took the first step by adopting Ordinance No. [13632](#) C.M.S., mandating that all new construction be all electric, thus prohibiting new buildings from connecting to natural gas infrastructure, effective immediately. The ordinance fulfilled ECAP Action B-1 (*Eliminate Natural Gas in New Buildings*). It also directed staff to assess the implications of building electrification in specific areas of concern, including “Just Transition Employment Programs for Natural Gas Construction and Delivery System Workforce,” and “Possible Application of Skilled and Trained Workforce Standards as Part of the Implementation” of the new requirements. This aligns with the Oakland Municipal Code section 2.29.170, which directs City departments to intentionally integrate the principle of “fair and just” to achieve equitable opportunities for all people and communities. This Report addresses these two topics together. It will also inform the forthcoming Existing Building Electrification Roadmap mandated by ECAP Action B-2 (*Plan for All Existing Buildings to be All Electric by 2040*).

ANALYSIS AND POLICY ALTERNATIVES

Implementing the City’s ECAP meets the Citywide goals of fighting the climate crisis, reducing racial and economic disparities among Oakland residents and communities, improving public health, and increasing community resilience. Implementing the ECAP also addresses the City Council’s call to apply a Just Transition lens on climate action, by prioritizing benefits to frontline communities; increasing good, local, sustainable jobs; and nourishing circular economies.

Building electrification is the modification of buildings to ensure that all mechanical systems run on electricity rather than gas or other fossil fuel-based sources of energy. Buildings with all-electric mechanical systems can achieve carbon-free operations when powered with renewable energy (i.e. *decarbonization*). East Bay Community Energy (EBCE) committed to delivering 100% carbon-free renewable electricity by 2030, creating the potential for all Oakland buildings to eliminate all GHG emissions.

Given the ECAP’s focus on equity and attention to a just economic transition, Oakland’s path to building electrification must include steps to ensure a skilled, stable, and fairly-compensated

local workforce. The ECAP's Racial Equity Impact Assessment and Implementation Guide highlights the importance of living-wage jobs in energy audits and installation of electrical infrastructure and appliances, to increase local economic development and guard against inequitable financial burdens of electrification falling on low-income people of color.

Initial data on the workforce implications of building electrification show that the transition will increase net employment. Overall employment growth notwithstanding, action is needed to ensure quality amidst the quantity, and to ensure that benefits accrue first and foremost to frontline communities. Frontline communities are those most at-risk from the impacts of climate change and a shifting economy, with the most to gain from equity-based interventions; they are disproportionately low-income, BIPOC (Black, Indigenous, and People of Color), immigrant or refugee, and/or experiencing multiple overlapping risk factors. The City, training partners, employers, and others can help ensure growth not only in new positions and tasks, but also in well-paying career pathways that equitably benefit the local workforce. More local resources are needed, but many already exist. Potential next steps in this regard are discussed below.

Employment Impacts of Building Electrification in Oakland

According to statewide analysis by UCLA's Luskin Center for Innovation and Inclusive Economics (see **Attachment A** for a list of sources), the primary areas that will experience job creation due to building electrification will be:

- Construction (efficiency, building modifications, equipment installation);
- Manufacturing of electric equipment and appliances; and
- Infrastructure operations and maintenance for the growth, modernization, and viability of the electricity grid.

California imports 90 percent (90%) of the natural gas it uses, and Oakland itself does not have a significant workforce in fossil fuel extraction. The predominant local sectors likely to face job losses are therefore those related to gas distribution:

- Plumbers and pipefitters whose work extends natural gas lines and connections;
- Construction workers who upgrade or maintain natural gas hookups and piping infrastructure in buildings and the public right-of-way;
- Contractors employed to install and maintain natural gas appliances; and
- Gas utility workers.

The Luskin analysis finds that 100% electrification of buildings in California by 2045 will require 100,000 construction jobs, 4,900 manufacturing jobs, and 12,400 electricity generation and distribution jobs, while losses are projected to total 5,400-6,800 positions. **On an annual basis, building decarbonization in California is anticipated to support a net gain of 64,000-104,100 additional jobs after accounting for gas industry job losses.**

More analysis is needed to understand whether the loss of gas industry and pipefitting/plumbing jobs will happen slower than, faster than, or on pace with the natural rate of retirement in these professions. Some employers or policies may pursue early retirement pathways for workers near the end of their careers. It is therefore unclear what the demand will be for retraining and other supports to help those transitioning away from the gas industry and into related fields.

Depending on the building, decarbonization can require energy efficiency and weatherization; electric service upgrades; adjusting and removing plumbing; improving or moving ductwork; and

replacing or installing appliances. Complementary technologies include solar energy, battery backup, and building automation systems. Some training will be required for these activities, though much of the same construction knowledge will still apply, supplemented by targeted technical training and a stronger emphasis on electrical work. Once new systems are installed, there will be continued demand for maintenance and upkeep, especially in larger buildings.

An Oakland-specific building stock analysis is needed to understand how the above figures apply locally. Per Action B-2 of the 2030 ECAP, the City's Sustainability and Resilience Division will complete a Building Electrification Roadmap in 2023, which will include this analysis.

A Just Transition

The Just Transition Framework first arose in cross-alliance organizing between laborers in polluting industries and environmental justice advocates in the 1990s. It came to refer to fossil fuel worker transitions in the context of climate action strategies. Fossil fuel industry jobs have often been higher paying, longer-term, and accompanied by better benefits than traditional "green jobs." Advocates are therefore vocal that decarbonization must not "force workers to choose between a good job and a green job."

This integration of job *quantity* and *quality* is especially critical for the construction sector. Small-scale construction in particular operates within a highly competitive, price-driven market. There are high rates of unpermitted work, low barriers to entry, and rapid firm turnover. Compensation is often undercut. Residential construction workers earn 33% less per year than non-residential construction workers – a disparity even more prominent when only single-family home retrofit workers are considered. By contrast, jobs in large-scale construction are generally more able to gain a competitive advantage based on qualifications, skill, and expertise, with better paying and more consistent employment opportunities.

The High-Road Framework

"*High-road*" refers to a model of economic development that optimizes climate policies to support workforce equity for frontline communities. UC Berkeley's Labor Center identified three core needs for high-road policies: job quality (safety, living wages, stable schedule, long-term career pathways, and benefits); job access (remediating patterns of discrimination that concentrated People of Color in low-wage, unhealthy, dangerous job positions); and job numbers (effective labor market analysis that enables optimal workforce development policies).

High-road pathways benefit everyone. Investments in a well-trained and well-compensated workforce result in higher-quality work, which in turn increases the GHG reduction impacts of installed technologies. Well-paying and well-benefited positions attract and retain skilled workers, thus developing human capital for the benefit of the climate, clean energy providers, and community resilience.

Different sectors have varying levels of high-road potential. Three out of five jobs required for building electrification are estimated to be in high-road sectors (large scale commercial, manufacturing, and multifamily residential), while the remainder are traditionally low-road (small scale construction). Policy interventions can reform the competitive dynamics in traditionally low-road industries to improve job quality and compensation, and to engage more highly skilled workers. Addressing the low-bid model of small-scale construction will entail specific policy and public education interventions within the framework of a broader strategy.

The California Workforce Development Board developed a High-Road Framework that joins equity, climate, and jobs to produce opportunity and mobility, a stronger economy for high road employers, and more sustainable and resilient environments and communities. It underlies the High-Road Training Partnerships (H RTP) Initiative, which convenes stakeholders to shape training partnerships and workforce practices that build workers' skills to respond to needs identified by industry leaders. Oakland's Rising Sun Center for Opportunity became a H RTP convener and launched a stakeholder engagement process in July 2021, focusing on residential building electrification, with the City of Oakland as a partner.

Incorporating high-road principles in Oakland's decarbonization strategy will require workforce development and labor partners to be involved in policy and program development from the beginning. Workforce transition supports and budget should be included in all electrification strategies to ensure benefits of the transition flow to frontline communities.

Supply and Demand-Side Strategies

Strategies to integrate job quality and quantity must consider both supply- and demand-side solutions. Past "green job" efforts have been criticized for investing heavily in training for emerging fields (i.e. solar panel installation), but failing to ensure robust pathways to long-term employment. Many trainees found themselves in one-off, low-paying positions that left them seeking work after initial projects. Training alone does not create jobs or ensure job placement. Workforce development strategies must connect directly to labor markets and explicitly address industry needs, such as supply chain efficiency and sustained consumer demand. High-Road frameworks incorporate a nuanced understanding of the whole market ecosystem.

Supply-side strategies prepare the workforce for changes in the labor market, such as those resulting from the transition to a carbon-neutral economy. This is the traditional purview of workforce development, generally focusing on vocational training and education, funded through a variety of state and federal sources (see **Attachment B**). Apprenticeship programs for trade careers are a proven pathway to long-term, high-road positions when positions are available. However, many candidates face barriers related to education level and discrimination. Pre-apprenticeship programs can fill the gap, focusing on workers with systemic barriers (e.g., women or formerly incarcerated individuals), providing the baseline education needed to pass apprenticeship entrance exams, and offering continued mentorship and support. In Oakland, Cypress Mandela Training Center and Rising Sun Center for Opportunity are examples of pre-apprenticeship programs supporting decarbonization. Another important category is on-the-job training, which can be paired with classroom instruction. An increasing number of employers offer in-house training, with tailored instruction in specific skills and technologies, and mentorship among employees. Best practices for supply side strategies include:

- Full assessment of demographics and needs of workers in sun-setting industries, and intentional strategies to bring these workers into emerging fields;
- Retraining programs for younger workers;
- Policy supports to ensure "thriving wages," adequate benefits, and reliable hours;
- Collective bargaining rights;
- Strong career pathways in related industries (e.g. renewable energy generation, energy efficiency, and vehicle electrification);
- Investments in apprenticeship and pre-apprenticeship programs, especially those that operate in or recruit from frontline communities;
- Partnerships between training providers and employers;
- Explicit training in "soft skills;" and

- Assessing program success based on job placement outcomes and improvements in wages and benefits.

Demand-side strategies are directed at employers and the overall market. They inform the kinds of jobs that are created, the skills that are needed, and who employers choose to hire. The chief catalyst is consumer demand for products and services. Investments in consumer education, electrification incentives, and streamlined permitting signal to the contractor market that re-training, refocusing, and investing in workers are worthwhile investments. Market analysis is needed to understand potential job growth. Initiatives like the H RTP can take the next step by supporting employers to provide well-paying wages, and to compete based on the quality of their services and products. Best practices to stimulate demand for high-road jobs include:

- Pre-qualified contractor pools to improve customer confidence;
- Skill certification requirements;
- Enforcement of labor and employment laws;
- Workforce standards for safety and equitable job conditions;
- Wage and benefit standards (e.g., prevailing wage, living wage, or minimum wage);
- Incentives predicated on skill standards or baseline workforce criteria;
- Leading with large commercial, public agency, and related sectors, which generally draw from the registered apprenticeship labor pool; and
- Programs pursuing aggregated community-scale decarbonization.

Many of these strategies are being pursued or planned locally and regionally. The Switch Is On, a statewide electrification outreach campaign funded by the California Energy Commission (CEC) and administered by the Building Decarbonization Coalition (BDC), maintains an online, searchable database of pre-qualified contractors. The CEC, Bay Area Regional Energy Network (BayREN), and East Bay Community Energy (EBCE) administer incentives to stimulate electrification demand. BayREN, Pacific Gas and Electric (PG&E), and local training providers like the Cypress Mandela Training Center provide decarbonization-related classes and certificate programs. EBCE, the Alameda County Healthy Homes Department, and local organizations, leveraging funding from TECH Clean California – a \$120 million initiative to advance carbon neutrality – are innovating to make home electrification accessible to all, regardless of income or “complicating” factors like mold and lead.

To ensure long-term demand for a high-road decarbonization workforce, electrification must be accessible to all. Currently, even with available incentives, building electrification is often cost-prohibitive. Partners must collaborate to ensure that adequate wages and strong benefits do not make electrification even less attainable. Oakland’s forthcoming Building Electrification Roadmap will identify strategies to make healthy, efficient electrification affordable to all.

Local Stakeholder Insights

Many of the best practices noted above can be led or supported by the City, building on existing resources and responding to local needs. To begin identifying priority approaches, in 2021, the City held a stakeholder workshop series in partnership with Rising Sun Center for Opportunity and the Greenlining Institute. Recommendations reflected a mix of supply- and demand-side needs, with important nuances:

Supply-Side: Build on existing resources – To maximize local knowledge, the City should leverage existing education and training providers with proven career trajectories and industry connections, rather than launching ‘boutique’ programs that lack such relationships.

Supply-Side: Focus on frontline communities as a focal point for workforce development – Stakeholders pointed to inequities in jobs related to electrical infrastructure and stressed the potential for decarbonization policies and programs to rectify them. This can be accomplished by supporting workforce training programs in or serving communities that are historically disadvantaged or disproportionately impacted. Programs should demonstrate their ability to train and place workers who have barriers in stable jobs, and leverage local community partnerships.

Supply-Side: Cultivate partnerships among community colleges, training programs, Oakland Unified School District (OUSD), trade groups, the Port, and employers to promote career pathways – The City can cultivate partnership among diverse existing programs and partners to create pathways for high school students, previously incarcerated people, and others to join the decarbonization workforce. Stakeholders suggested scaling programs like Measure N, which funds OUSD to offer hands-on training for students to successfully enter the workforce upon graduation. Such efforts can ensure that workforce pathways are accessible, and that training programs can accept more local applicants. Stakeholders also suggested that the City provide financial support to contractors that offer in-house training for job-relevant skills and tools.

Demand-Side: Promote thrivable wages – Labor leaders and employers alike stressed the importance of “thrivable” wages that “allow people to meet their basic needs, have disposable income to enjoy life today, and enough to save for their future.” Higher wages often result from a high demand for quality workers. This underscores the importance of amplifying regional marketing and incentive programs, but also points to the challenges of promoting broad uptake of services that can be labor-intensive and costly. Promoting local businesses can boost demand for local workforce investments. Specific suggestions included:

- Public procurement policies to reward bids that offer thrivable wages or are committed to wages and benefits that equate to high-road opportunities;
- Incentives for businesses that provide higher wages and supportive benefits;
- Quality assurance requirements for electrification work; and
- Showcasing and promoting businesses that work to provide enhanced benefits.

Demand-Side: Incentivize electrification projects in frontline communities – Incentivizing work in the same historically underserved and disproportionately impacted communities that are targeted for workforce development can give workers the opportunity to invest in their own communities, who in turn experience the benefits of clean energy and increased resilience.

Demand-Side: Center workers in policy implementation through union relationships – The policy development process should incorporate workers’ voices. Labor representatives argued that coordination between cities and unions can help ensure that skillsets can be transferred across fields. They encouraged the City to engage with labor to better understand workers’ needs, identify partnership opportunities, and establish a practice of mutual support. This could help bridge the gap between long-term climate goals and immediate labor goals. Stakeholders cited coordination between the City of Berkeley and the Construction Trades Workforce Initiative (CTWI), the nonprofit partner of the Alameda Building Trades Council. CTWI works to increase participation of underserved populations in the union construction trades, and is assisting Berkeley in the development of labor policies and standards as the city develops its own policy blueprint for electrifying residential buildings. Several stakeholders advocated for the use of Project Labor Agreements to drive demand for highly-trained, fairly-compensated workers.

Demand-Side: Reduce hurdles for contractors to conduct work in Oakland – Stakeholders noted that while some jurisdictions have streamlined processes for certification and permitting, others have bureaucratic challenges and delays. The City should review permitting processes, costs, and inspection timelines from a contractor's perspective, and advocate that utilities do the same.

Leadership Opportunities

The City can model high-road standards via public projects. Labor standards exist for all City-funded projects; these can be tailored for decarbonization projects to advance the City's climate equity goals. Potential strategies include workforce agreements, targeted hiring strategies, worker skill requirements, labor standards tied to funding, engagement strategies for workers with barriers to employment, and strategies to mitigate job loss.

Most of the work to decarbonize Oakland's buildings will occur in the private sector, and therefore require a range of policy levers. As market transformation advances, "niche" technologies will become more diversified and affordable. Increasing demand will nudge more contractors and firms to enter the market, likely lowering prices further. However, affordability and quality for all are not guaranteed.

Building on this report and the H RTP as starting points, and in partnership with the Oakland Workforce Development Board, staff will include targeted strategies to ensure a high-road decarbonization workforce in the Building Electrification Roadmap. The Roadmap will need to address the challenge of ensuring a local, high-road electrification workforce, while ensuring that holistic building electrification is affordable to all. This will entail a complex ecosystem of social and industry incentives and supports, as well as coordinated action across economic development, housing, and related spheres.

Next Steps

By July 2023, staff will draft a Building Electrification Roadmap outlining a framework to electrify all existing buildings in Oakland by 2040. It will include a multi-prong strategy to ensure an orderly and equitable gas phase-out, and a smooth workforce transition. The Roadmap will prioritize widespread and equitable electrification via a high-road workforce. To create robust recommendations, building on this Report, staff are pursuing the following, resources permitting:

- Support the Oakland Workforce Development Board (OWDB) in developing a definition or guiding principles for "quality jobs," consistent with the definition and guiding principles of high-road jobs as described above.
- Continue leveraging state, regional, and Federal programs that generate consumer demand for holistic electrification, as well as those that support decarbonization workforce programs.
- Continue engagement with those convened in the workforce stakeholder engagement series, through participation in the H RTP, and other avenues.
- Perform a granular assessment of workforce potential, key transition areas, and job loss projections specific to Oakland, including break-downs for specific frontline populations.
- Complete a thorough assessment, in collaboration with the Oakland Workforce Development Board, of the current landscape of training, apprenticeship, and pre-apprenticeship programs; partnerships; and high-road employers in the green economy transition and assess where improved partnerships would advance the work.
- Conduct a building electrification supply chain analysis.
- Assess strategies for creating high-road opportunities in union pathways and with non-union employers.

- Research the potential resource allocation to support small-scale contractors to train or retain workers and provide high-road positions.
- Explore the potential to increase high road workforce standards in the City's municipal building decarbonization efforts.
- Assess retraining and other needs of building operations and maintenance workers.

FISCAL IMPACT

This item is for informational purposes only and does not have a direct fiscal impact or cost.

PUBLIC OUTREACH / INTEREST

Community engagement from the ECAP development process (2019-20) informed this report, as did a targeted engagement process led by the City in 2021. Staff from the Sustainability and Resilience Division (SRD), Economic Workforce Development Department (EWDD), and Oakland Department of Transportation (OakDOT), in partnership with Rising Sun Center for Opportunity and the Greenlining Institute, convened a stakeholder workshop series on the workforce development resources, needs, and challenges of the building and transportation electrification transition. The goals of the three-part series were:

1. Identify needs (social, industry, and economic) and assets in place so to better target existing resources, and efficiently allocate future resources;
2. Disseminate resources and information that validate and support this transition; and
3. Give stakeholders a venue to share needs and resources, building on previous engagement processes including the East Oakland Neighborhoods Initiative and the West Oakland Community Action Plan.

The first session convened 70 participants to identify the concerns and questions most relevant to participants. These topics formed the outline of the remaining sessions. Attendees represented training and vocational programs, contractors, labor, public transit and goods movement, shared and electric mobility companies, grassroots community and environmental organizations, workforce development agencies, faith communities, and more.

The second session, with 50 participants, focused on describing and linking current activities. It included a *Decarbonization in the Community* panel, with presentations from the Bay Area Regional Energy Network, East Bay Community Energy, and Cypress Mandela Training Center.

The third session drew more than 50 participants, including nonprofit representatives, community organizers, utility and energy service providers, contractors, workforce and training providers, and advocates. It featured two panels: *Workers of Decarb* and *Recruiters for Decarb*. Building on themes identified in the first two sessions, Session Three resulted in the set of recommendations described above under *Local Stakeholder Insights*.

COORDINATION

This report and the stakeholder engagement series discussed above were led by CAO-SRD in coordination with staff from OakDOT, Department of Race & Equity (DRE), EWDD, and the

OWDB. Staff in the Planning Bureau of the Planning & Building Department (PBD) provided additional input.

SUSTAINABLE OPPORTUNITIES

Economic: Investing in workforce demand and supply through a just transition framework can improve economic conditions, particularly for BIPOC communities. There is significant potential for high-road building electrification jobs to flow to Oaklanders, including youth, and those who are unemployed, underemployed, or with lower education. Interrelated benefits include more competitive local businesses, a more stable workforce, greater economic mobility for frontline residents, and increased regional economic growth. Oakland's forward-thinking climate policies will increase local demand for electricians, electric appliance retailers, and energy advisors. Contractor training available through the BayREN, local contractors, and others, has already benefitted Oakland workers. Oakland's 2020 Ordinance requiring new construction to be all-electric (13632 C.M.S.) and development of the Zero Emission Vehicle Action Plan sent clear signals that this is a reliable shift. Local workers who stand to gain include electricians, construction workers, roofers, solar installers, and related professions.

Nationwide, in 2017, jobs in the clean energy sector eclipsed those in the fossil fuel industry, despite record fossil fuel exploration and recovery. As more all-electric buildings are built and more Oaklanders transition to electric vehicles, demand will increase for green building expertise and grid reliability. That will accelerate as local and state policies, and the overall market, show a preference for all-electric construction. EBCE continues to expand their local renewable energy generation infrastructure—work that goes hand-in-hand with an increasingly all-electric building sector, and that similarly provides good, green jobs with lower educational requirements. Proactive workforce and economic development strategies can ensure that the decarbonization ecosystem is based on high-road principles benefiting local workers.

Environmental: Natural gas, or methane, is a Short-Lived Climate Pollutant, with 84 times the global warming potential of carbon dioxide over a 20-year period. There is broad consensus among climate scientists that the world cannot limit global warming to 1.5 degrees Celsius without drastically limiting methane emissions, including from buildings. The reduction of greenhouse gas emissions from all-electric buildings will help mitigate climate change and its negative effects such as extreme heat events, droughts, intense storms, flooding, and displacement. The work to fulfill Ordinance No. 13632 C.M.S. along with decarbonization of all existing buildings fulfill Action B-1 in the 2030 ECAP, Eliminate Natural Gas in New Buildings, and B-2, Plan for All Existing Buildings to be Efficient and All-Electric by 2040.

Race & Equity: Job distribution and job quality are both open questions in the decarbonization transition. Economic shifts serve as potential gateways to enact structural remediation for past disinvestment and exclusion – or to reinforce those injustices. Due to systemic racism and historic oppression, BIPOC communities face higher rates of unemployment, displacement, and poverty than white Oaklanders. According to Oakland's 2020 Annual Economic Dashboard: Economic Recovery Issue, low-wage positions have faced the worst employment impacts from the COVID-19 pandemic (24.8% decrease) in comparison to high-wage positions (0.7% decrease). Due to the racial disparities that concentrate People of Color in low-wage sectors, BIPOC Oaklanders face some of the steepest barriers to economic recovery. Other barriers, such as education level and re-entry status, also affect BIPOC Oaklanders at higher rates. Systemic barriers based on racism, sexism, ableism, and other forms of oppression have led to

certain trades and positions being predominantly composed of white, male workers. Legacies of racism in unions have perpetuated these disparities.

An intentional decarbonization transition can include programmatic and policy interventions that work to alter this trajectory by focusing on communities where residents are:

- predominantly BIPOC or low-income;
- underrepresented in the policy setting or decision-making process;
- subject to disproportionate impact from one or more environmental hazards; and/or
- likely to experience disparate implementation of environmental regulations and socioeconomic investments.

These communities, often largely composed of renters, have largely been left out of California's push toward clean energy and climate solutions. Policy, regulation, and collaborative actions taken by the City and its partners can impact who has access to generational wealth-building opportunities via this transition.

CALIFORNIA ENVIRONMENTAL QUALITY ACT

Staff has determined that this informational report does not constitute a project under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378 since the report will not cause a "direct physical change in the environment" or a "reasonably foreseeable indirect physical change in the environment." The report is for the purpose of providing information to the Council and does not authorize any specific development activity or promote new construction or growth. In addition, pursuant to CEQA Guidelines Section 15061(b)(3), CEQA review is not required because there is no possibility that this report, which does not authorize City action or require discretionary approval, may result in a significant effect upon the environment.

ACTION REQUESTED OF CITY COUNCIL

Staff Recommends City Council Receive An Informational Report Regarding Workforce Implications Of Building Electrification

For questions regarding this report, please contact Daniel Hamilton, Sustainability Program Manager, at (510) 238-6179.

Respectfully submitted,



Daniel Hamilton
Sustainability Director
City Administrator's Office

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Reviewed by:
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Prepared by:
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Attachments (2):

- A: Research and Data Consulted in Preparing this Report
- B: Workforce Development Resource List

ATTACHMENT A – RESEARCH AND DATA CONSULTED IN PREPARING THIS REPORT

High-Road Workforce Guide for City Climate Action

Inclusive Economics, prepared for the American Cities Climate Challenge, March 2021

https://www.usdn.org/uploads/cms/documents/workforce-guide_4.12.21_form.pdf

Provides statewide projections, best practices, and policy insights for leveraging City-scale climate action to further economic equity through high-road workforce development. Outlines clear steps to develop a high road workforce plan.

Equitable Building Electrification: A Framework for Powering Resilient Communities

Greenlining Institute, September 2019

[https://greenlining.org/wp-](https://greenlining.org/wp-content/uploads/2019/10/Greenlining_EquitableElectrification_Report_2019_WEB.pdf)

[content/uploads/2019/10/Greenlining_EquitableElectrification_Report_2019_WEB.pdf](https://greenlining.org/wp-content/uploads/2019/10/Greenlining_EquitableElectrification_Report_2019_WEB.pdf)

In this report the Greenlining Institute, a key City partner in local equity driven decarbonization, clearly outlines the need for an intentional and planned electrification transition in order to ensure socially, economically and environmentally equitable outcomes that center community empowerment. A broader report scope with one section focused on workforce.

California Building Decarbonization Workforce Needs and Recommendations

Inclusive Economics & The UCLA Luskin Center, November 2019

[https://innovation.luskin.ucla.edu/wp-](https://innovation.luskin.ucla.edu/wp-content/uploads/2019/11/California_Building_Decarbonization.pdf)

[content/uploads/2019/11/California_Building_Decarbonization.pdf](https://innovation.luskin.ucla.edu/wp-content/uploads/2019/11/California_Building_Decarbonization.pdf)

This is the first study to estimate the potential impacts of building decarbonization policies on employment. The scope of the research and quantitative estimates are for the state of California.

Putting California on the High Road: A Jobs and Climate Action Plan for 2030

Carol Zabin & UC Berkeley Labor Center, September 2020

<https://laborcenter.berkeley.edu/putting-california-on-the-high-road-a-jobs-and-climate-action-plan-for-2030/>

Prepared for the California Legislature, describes strategies to help industry, workers, and communities prepare for economic and labor-market changes related to statewide climate goals. Provides leading guidance on the “high-road” framework, with key data on the decarbonization transition and guidance for Just Transition policies.

Advancing Equity in California Climate Policy: A New Social Contract for Low-Carbon Transition

Center for Labor Research and Education, Donald Vial Center on Employment in the Green Economy UC Berkeley, Sept 2016

<https://laborcenter.berkeley.edu/pdf/2016/Advancing-Equity.pdf>

A foundational analysis of the environmental-labor intersection to create a climate equity framework, or an agenda that centers the connections of environmental justice, economic equity and public accountability in climate policy formation and execution.

Building a Statewide System of High Road Pre-Apprenticeship in California: Lessons from the California Clean Energy Jobs Act

California Workforce Development Board: High Road Construction Careers, July 2019

https://cwddb.ca.gov/wp-content/uploads/sites/43/2019/10/HRCC_Building-a-Statewide-System-of-High-Road-Pre-Apprenticeship-in-California_ACCESSIBLE.pdf

Analyzes best practices and lessons learned from the pre-apprenticeship programs of the California Clean Energy Jobs Act to help create a coherent system of training and regional resources and partnerships to better match worker training with employment opportunities.

Pre-Apprenticeship: Advancing Equity & Access to Good Careers

National Employment Law Project, May 2021

<https://s27147.pcdn.co/wp-content/uploads/NELP-Pre-Apprenticeship-Report-5-2021.pdf>

Providing insight on one of the key tools used to create equitable access to high road careers, this report outlines how intentionally crafted pre-apprenticeship programs can powerfully counter patterns of exclusion and discrimination, specifically providing career pathways for those re-entering the workforce after incarceration.

Local and Regional Workforce Data Sources

- Economic Development Department – Labor Market Information Datasets for Oakland Metropolitan Division:
<https://www.labormarketinfo.edd.ca.gov/geography/md/oakland-hayward-berkeley.html>
- EastBay Works Regional Plan Report FY2021-2024:
<https://www.eastbayworks.com/regional-plan/>
- City of Oakland Economic Development Strategy:
<https://www.oaklandca.gov/projects/economic-development-strategy>

ATTACHMENT B – WORKFORCE DEVELOPMENT RESOURCES

Existing resources can be refocused, better supported, and better integrated to support a high-road decarbonization workforce in Oakland. This table outlines resources at the state, regional, and local levels that support decarbonization-related workforce development in Oakland.

	Workforce Development (Supply Side)	Economic Development (Demand Side)
State	<p><u>CA Workforce Development Board</u> Guides statewide workforce development policy & oversees CA's workforce development system (Workforce Development Boards and local America's Job Centers). Publishes the Unified Strategic State Plan. Provides other data analysis and metrics tracking, and awards local grants. Launched the <u>High Road Training Partnerships Initiative</u> to convene regional industry partnerships to cultivate equity, job quality, and climate sustainability in key sectors. Rising Sun Center for Opportunity is a H RTP grant recipient, launching convenings in 2021.</p> <p><u>CalJOBS</u> California's official search engine/dashboard with resources for individual workers and employers. Searchable lists of job opportunities, training programs, and other career services; option to search for "Green Job" programs and positions. For employers, provides Training and Education lists, recruitment resources, & labor market data.</p> <p><u>California Employment Training Panel</u> Supports job creation and retention by funding employer-led training. Reimburses the cost of employer-driven training for incumbent workers and funds key trainings needed for unemployed workers to re-enter the workforce. Also provides funds through ETP Apprenticeship Training Program for apprenticeship, pre-apprenticeship, & journeymen programs.</p> <p><u>California Community Colleges – Workforce and Economic Development Division</u> The Community College system provides career technical & workforce education. The Division supports career education and entrepreneurial development. It uses labor market research to respond to priority sectors, and is supported by a network of Technical Assistance Providers. Highlighted sectors include Energy, Utilities, & Construction. The <u>California Apprenticeship Initiative</u> supports new apprenticeships & pre-apprenticeship training programs.</p>	<p><u>Governors Office of Business and Economic Development (GO-Biz)</u> Supports job growth, economic development, and business assistance efforts. No-cost consultation for business development. Other resources:</p> <ul style="list-style-type: none"> • Grants + Financing (including tax credits) • Logistics + Infrastructure (freight) • Permit + Regulatory Assistance • International Trade + Investment • Workforce + Education <p><u>California Association for Local Economic Development (CALED)</u> 800-member economic development association, including representation from public and private organizations dedicated to advancing economic development through creating and retaining jobs. Provides information, technical assistance, training, education, research, and analysis.</p> <p><u>California Office of the Small Business Advocate (CalOSBA)</u> Information and support for small businesses to help navigate resources, programs, and regulations. Provides policy representation, advocating for small business interests including access to capital, markets, and networks.</p> <p><u>CA Economic Development Department (EDD)</u> Manages worker and employer services, and administers CA's Unemployment Insurance and Disability Insurance programs. Links to other state workforce and employer resources. The <u>Labor Market Information (LMI) Division</u> provides labor market data by City, Occupation, Industry, etc.</p> <p><u>California Strategic Growth Council (SGC)</u> SGC's Transformative Climate Communities (TCC) program focuses on the nexus of economic development and climate resilience, identifying local needs and investing in local institutions to meet them. It is funding two Oakland training centers: the West Oakland Job Resource Center & Cypress Mandela Training Center.</p>
Regional	<u>East Bay Works</u>	<u>Alameda County Small Business Development Center (ACSBDC)</u>

	<p>Network of East Bay workforce development boards (Alameda County WDB, Oakland WDB, Contra Costa WDB, Richmond WDB). Regionally coordinates local job centers, economic developers, support system providers, and educational entities. Prepares the East Bay Regional Workforce Development Plan every four years as mandated by the state-level Workforce Development Board.</p> <p><u>Bay Area Apprenticeship Coordinators Association</u> Regional body dedicated to providing an educational and networking environment for educators and professionals in the Apprenticeship training field to share ideas, methods, and information.</p> <p><u>Rising Sun Center for Opportunity</u> Convening local employers, training providers, cities (including Oakland), labor leaders, and others to develop the High Road Training Partnership. The H RTP will identify equitable, wealth-building, and career-advancing strategies in the residential construction sector with an emphasis on building electrification. Rising Sun also provides pre-apprenticeship and other training services (see below).</p>	<p>The local branch of the Northern California Small Business Development Center network. Works with entrepreneurs and business owners through free long-term, in-depth business and start-up counseling. Hosted by the Ohlone Community College District.</p> <p><u>East Bay Community Energy (EBCE)</u> In 2018, the County of Alameda and 11 of its cities launched EBCE as a not-for-profit Joint Powers Authority to provide Community Choice Energy service. EBCE has since been joined by two more Alameda County cities and the City of Tracy. EBCE supports all cities in their service territory with technical assistance, policy support, and grants to support all-electric building reach codes. EBCE also supports electrification and energy efficiency in existing buildings through incentives and grants, including for homes and restaurants. EBCE is leading a robust initiative to build public electric vehicle charging infrastructure throughout their service territory, including for medium- and heavy-duty vehicles. EBCE has contracted for 12 solar, wind, and energy storage projects totaling more than 1,100 megawatts. Almost 400 megawatts are online as of March 2022, and the rest will be in place by the end of 2024.</p> <p><u>Bay Area Regional Energy Network (BayREN)</u> BayREN is a collaborative entity across all nine San Francisco Bay Area counties, providing energy efficiency programs and resources. BayREN works with the supply and demand sides of workforce and economic development for electrification in residential, commercial, and public buildings. BayREN enrolls participating contractors and offers specialized trainings to coordinate a regional workforce, including municipal Building Department staff. BayREN cultivates consumer demand through rebates and informational resources, including the Bay Area Multifamily Building Enhancements (BAMBE) program, rebates for heat pump water heaters, and the Home+ efficiency and electrification program.</p>
Local	<p><u>Oakland & Alameda County Workforce Development Boards</u> The Oakland and Alameda WDBs oversee the local delivery of federally-funded employment and training programs and services, and work as community-based extensions of the CA Workforce Development Board. While Alameda County WDB presides over these programs and resources for the County, Oakland hosts a</p>	<p><u>Oakland Chamber of Commerce + Ethnic Chambers of Commerce (African American; Latino; Chinatown; Vietnamese)</u> Local Chambers of Commerce serve as business networks that can collectively advocate for goals that further the interests of their member businesses, advance economic opportunity and strengthen Oakland's subsets of business communities.</p>

	<p>separate WDB due to its size and concentration of workers. The local boards are business-led and oversee a network of One-Stop Career Centers (at five locations operated by the West Oakland Job Resource Center, Oakland Private Industry Council, and Unity Council). Funds allocated to local boards support job training, placement, skill development, and business services. The Boards are also responsible for publishing four year Local Plans.</p> <p><u>America's Job Centers of California in Oakland</u></p> <p>America's Job Centers are managed through the U.S. Department of Labor. The Centers are designed as "One-Stop Shops" with a full range of jobseeker resources.</p> <p>Oakland Training & Career Centers include:</p> <ul style="list-style-type: none"> • Civiccorps • Cypress Mandela Training Center • West Oakland Job Resource Center • Laney College • Merritt College • Oakland Unified School District • Youth Employment Partnership • Oakland Private Industry Council • Unity Council • Lao Family • Swords to Plowshares • Mandela Partners • Success Centers <p>Oakland-Based Apprenticeship and Pre-apprenticeship programs include:</p> <ul style="list-style-type: none"> • Building & Construction Trades Council of Alameda County – Apprenticeship Programs • Cypress Mandela Pre-apprenticeship Program • Rising Sun Center for Opportunity Pre-apprenticeship Program 	<p><u>Oakland Metropolitan Chamber of Commerce</u> <u>African American Chamber of Commerce</u> <u>Latino Chamber of Commerce</u> <u>Chinatown Chamber of Commerce</u> <u>Vietnamese Chamber of Commerce</u></p> <p>Business Improvement Districts Operated with support from the City of Oakland as well as from participating businesses, BIDs provide important resources and advocacy to support small, neighborhood commercial districts.</p> <p><u>East Bay Economic Development Alliance</u> Partnership of business, municipal, non-profit and public members. Organized into different committees. Helps advocate, shape, and promote core policies that promote regional economic development. Published East Bay Forward in 2021, describing how the East Bay must advance in the post-pandemic world to reduce wealth disparities and support a resilient, just transition to a regenerative economy.</p> <p>Oakland-Based Incubators Incubators serve as spaces for supporting and accelerating local entrepreneurs, thus helping generate demand for workforce labor. Some, like Oakland's Powerhouse, focus specifically on energy and green jobs, while others are aligned around target populations or service territory. Exemplary Oakland-based incubators include:</p> <ul style="list-style-type: none"> • Powerhouse • ICA Fund Good Jobs • Pacific Community Ventures
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**Oakland Workforce Development Board
2023 Committee Meeting Calendar**

Thursday - February 2, 2023	Regular Meeting
Friday - March 17, 2023	Executive Committee Meeting
Thursday - May 4, 2023	Regular Meeting
Friday - June 16, 2023	Executive Committee Meeting
Thursday - August 3, 2023	Regular Meeting
Friday - September 15, 2023	Executive Committee Meeting
Thursday - November 2, 2023	Regular Meeting
Friday - December 15, 2023	Executive Committee Meeting

Dates and time subject to change