



Oakland Workforce Development Board

Program Year 2025-2028 Local Plan

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I. INTRODUCTION AND OVERVIEW

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board (CWDB) and California Employment Development Department (EDD), the Oakland Workforce Development Board (OWDB) has developed a four-year Local Plan covering program years (PYs) 2025-2028. Following approval by state officials representing the Governor, the plan will become effective from July 1, 2025, through June 30, 2029.

A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in a global economy. WIOA represents the most recent version of federal workforce legislation providing funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA promotes accountability and transparency through negotiated performance goals that are publicly available; fosters regional collaboration within states through local workforce areas; and supports a nationwide network of career centers, which are branded within the state and locally as America's Job Centers of California (AJCCs).

While the PY 2025-28 Local Plan addresses collaboration among many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the development and publication of the plan and that prescribes its core content.

B. The City of Oakland Local Workforce Development Area

The City of Oakland is a one forty-five (45) Governor-designated local workforce development (LWDAs) in California, and one of only five single-city local areas within the State. As such, the City administers WIOA programs on behalf of its businesses and residents, while the Alameda County WDB serves the balance of the county. With a population just under 435,000, Oakland is the county seat and is the eighth largest city in California. Incorporated in 1852, Oakland is one of California's oldest cities and boasts a diverse economy with roots tied to the Gold Rush and an inseparable bond with the industries linked to its port. While Oakland faces many challenges, the city is renowned for its resilience and poised to take advantage of multiple economic opportunities. Workforce development in Oakland is, therefore, dynamic, and innovation is the hallmark of local businesses and the city's diverse workforce.

C. Oakland Workforce Development Board

WIOA requires that a workforce development board (WDB) be established in each local workforce development area (LWDA). The area's chief local elected official appoints members to the WDB. Locally, the Mayor fulfills this function. Local workforce development boards are business-led and the majority of members must come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific federally funded workforce programs.

WDBs drive the vision for the workforce system and maintain the critical role of leading and providing oversight for local WIOA programs. WDBs also play a critical role in promoting, sustaining, and growing regional economies. They are responsible for aligning investments in job training, integrating service delivery across programs, and ensuring that workforce investments are job-driven and match skilled workers with employers.

WIOA indicates that development of the local plan, along with the associated regional plan, is a primary responsibility of the workforce development board.

It should be noted the term "Oakland Workforce Development Board" and its abbreviation "OWDB" can alternately refer to the board of directors described above or to the entity that administers programs and serves and supports the board. Administratively, OWDB is situated within the city's Economic and Workforce Development Department.

D. Local Plans and the WIOA Planning Structure

Oakland WDB's Local Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires development of plans at the state, regional, and local levels.

State Plans: Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers; improve efficiency; and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California's PY 2024-2027 Unified Strategic Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

Regional Plans: In states such as California, where Governors have established workforce planning regions or regional planning units (RPU) encompassing one or more LWDA, regional plans are required. Local WDBs within the region participate in a

planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements. Along with three other local workforce development areas, the Oakland LWDA is part of the East Bay Regional Planning Unit (also referred to as EASTBAYWorks), which is one of California's fifteen workforce regions.

Local Plans: The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's vision and strategic and operational goals. Features of the local plan include: coordination among economic development, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have skills necessary to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that local plans be incorporated into the regional plan. Therefore, the PY 2025-28 Oakland WDB Local Plan is officially part of the PY 2025-28 East Bay RPU Regional Plan.

E. California's Strategic Workforce Priorities

California's Unified Strategic Workforce Development Plan describes the state's priorities for the public workforce system. Under the leadership of the Governor and the Secretary of the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes opportunity, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment. One area in which the CWDB pursues these aims is through its "High Road" programming. High Road refers to a "family of strategies" for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds upon areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct "flavors"

or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB's workforce efforts. They include: (1) lifting all workers to the "High Road;" (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and no protection); (3) democratizing access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the Oakland WDB PY 2025-28 Local Plan and the PY 2025-28 East Bay RPU Regional Plan support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within local labor markets and regional economies.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to the middle class.
- Committing to the adoption and implementation of strategies and processes that support environmental sustainability and climate resilience through workforce development.

F. Development of the Program Year 2025-28 Local Plan

On behalf of the Oakland Workforce Development Board, the WDB's Executive Director and management team led the development of the Plan. They held internal discussions and hosted a community and stakeholder forum to secure input on key issues concerning the content and focus of the Local Plan. This session is described in Attachment 1. Plan development also entailed a review of partnerships, services, and systems, along with an assessment of where improvements can be made. Completing the Local Plan took several months, after which it was made available for public review and comment, prior to being forwarded to the California Workforce Development Board, as part of the Regional Plan, for approval.

G. Workforce Development Board Strategic Initiatives

In from June 2024 to February 2025, members of the Oakland Workforce Development Board engaged in planning and discussions to identify issues of greatest importance to local businesses, job seekers, and the workforce development system. As a result, OWDB identified the following four strategic priorities, along with corresponding strategies that will inform a detailed action plan.

1. Improved Coordination, Collaboration, and Alignment with Other Systems and Programs

Building off the successes of collective impact models, OWDB seeks to establish, maintain, and strengthen purpose-driven partnerships with organizations and

programs that provide services that complement those of the board and that offer potential to improve outcomes and increase impact.

Strategies and Focus: To achieve better alignment with education, business development, social services, and other local systems and organizations, efforts will be focused to achieve the following:

- a. Improve Awareness: OWDB seeks to improve local and regional awareness of its programs by potential job seeker customers (including individuals from key target populations), businesses and industry leaders, and stakeholder of all types. Promotion of information about OWDB should highlight the board's relationships and alignment with a wide range of organizations, programs, and service delivery systems in Oakland and throughout the East Bay.
- b. Increase Access: To collaborate effectively with other organizations, OWDB programs must be accessible to the businesses and job seekers, who are primary customers. Partners must have confidence that the workforce development system functions effectively and that services are easily accessible to individuals that they refer or that may be jointly served.
- c. Expand Resources: Through collaboration and alignment with other systems and programs, OWDB seeks to connect its customers to services that enhance and supplement those that it provides. For job seekers, these might include educational programs, job-specific training, scholarships, stipends, internships, housing, transportation assistance, childcare, healthcare, and other services and support. For businesses, services may include information and support on financing, lowering costs, and connecting to other resources available through public and private organizations.
- d. Communicate Value: Messaging about workforce development programs must communicate their benefits, emphasizing outcomes and unique opportunities that they provide. It should highlight access that workforce system customers have to other programs and resources and to OWDB's business partners. For business customers, the workforce system's proximity to a wide range of public programs and resources may help to communicate its value.
- e. Strengthen Impact: OWDB is committed to assisting more individuals and businesses that need the services that it provides. In addition, the board seeks better outcomes for its customers, such as placements in good jobs, offering various benefits along with the potential for advancement. For businesses, the board strives to provide a better prepared pool of workers, who bring occupational and work readiness skills that enable companies to thrive. Coordination with others will bring resources, services, and expertise

that will strengthen outcomes and the positive impact of OWDB programs throughout the city.

2. Funding Agility through A Diversified Base of Resources

OWDB members and all workforce system stakeholders recognize that the federal WIOA funds received by the city each year are not sufficient to meet local needs and that the program is limited in who it serves and the types of services that can be provided. The annual WIOA allocation to the city could be used more effectively and would have a greater impact if these resources were supplemented by additional funding and if grants were secured that would provide the workforce system greater flexibility in terms of the services and support it provides and the populations it serves.

Strategies and Focus: Initiatives in support of this strategic priority will include those that expand capacity, the types of services that are available, distribution of resources, and funding.

- a. Increase Capacity: To increase the impact of workforce development programs and services, scale is critical. It is important that the board's programs be able to serve as many people as possible. It is also crucial that the services provided are sufficient in their intensity to reduce barriers to employment, and position job seekers to compete for good jobs.
- b. Expand the Range of Services: Ideally, workforce programs and services should respond to customers' needs for services and reflect their individual circumstances and goals. However, the WIOA-funded programs that OWDB oversees limit both who can be served and what services are available. Securing diverse funding from an array of public and private sources could expand flexibility and the range of services provided by the local workforce system.
- c. Saturate Communities with Resources: Many of the city's communities need comprehensive resources to develop greater resiliency and to meet head on the full range challenges they face. OWDB should work with its partners to develop comprehensive strategies for assembling and deploying the resources communities need.
- d. Secure Joint Funding: By collaborating with local stakeholders on grant and funding opportunities, the board may not only improve the competitiveness of its proposals, but may also increase opportunities for collaboration under joint venture projects. Such collaboration is likely to increase resources available to OWDB customers.

3. Improved Engagement and Relationships with Businesses

All evidence suggests that OWDB's programs are most successful when they are designed and implemented in partnership with business. The workforce system must implement strategies to fully and effectively engage businesses of all types and sizes in the workforce system so that individuals looking for work can be prepared to succeed on the job and advance in the careers with companies that are critical to the stability and success of the local economy.

Strategies and Focus: The board intends to develop and implement strategies that actively and effectively engage local businesses as strategic partners in development of the local workforce. The principal focus of OWDB's work on this priority will include the following:

- a. Become the First Choice for Business: Many local organizations, both public and private, operate within the workforce development space and target business as a primary customer. OWDB must identify, articulate, and broadcast those aspects of its services and approaches that make it the best choice for business.
- b. Prioritize Key Sectors: The board should focus on industries that drive prosperity, job creation, and economic opportunity for Oakland residents. At the same time, OWDB should identify how it will support small businesses, which are critically important to the economic health of the city.
- c. Local Focus: While job seekers participating in OWDB career services and training programs may be placed at businesses throughout the Bay Area, the board's engagement with business should be primarily focused on local enterprises, as the city is uniquely invested in their success.
- d. Customized Services: The board should develop a comprehensive business engagement strategy that includes how it will communicate to businesses about the workforce development system's capacity to customize solutions to meet their specific needs.

4. Establishment of a High Integrity Data Sets

Board members need a wide range of data to make informed decisions about allocation of funds, evaluation of program performance, investments in workforce initiatives, and more. Data collected in and reported through the statewide CalJOBS system provides much of the information needed by the board, but may not represent the full range of data necessary to make critical decisions. OWDB must first determine the precise data that is essential to its fulfilling its responsibilities and addressing its priorities, and, next, identify the best available sources of reliable data.

Strategies and Focus: The board's work on this priority will be concentrated on the following research and activities:

- a. Source Reliable Data: A scan of available workforce development, career and technical education, labor market, economic, and related data sources should be completed and results should be provided to the board for review.
- b. Implement Data Review and Analysis Processes: WIOA-specific data available through CalJOBS, along with data related to the WIOA performance measures, may dominate the board's data review processes. Board members should work closely with management and staff to identify the types of data and analysis that the board needs to inform its actions.
- c. Utilize Trusted Data to Inform Decisions: Following actions to identify the types of data needed and available data sources, the board should decide on what data it will utilize to make decisions.

H. Program Year 2025-28 System Priorities

As part of the process used to develop the PY 2025-28 Local Plan, community members, local stakeholders, and system partners were invited to participate in a discussion regarding the direction of the local workforce system over the next four years. As a result of this discussion, the following workforce system priorities, which reflect core values of system stakeholders, have been identified:

- Business Engagement
- Resource Development
- Expansive Partnerships
- Access to Technology
- Holistic Service Delivery
- Comprehensive Career Pathways

Section V of this plan summarizes these and other issues, strategies, approaches, and key considerations that the Oakland WDB and the system partners will examine over the four-year course of this plan.

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

The Workforce Innovation and Opportunity Act includes requirements for Local Boards to establish a framework for collaboration among state and local programs that are financially supported by nineteen distinct federal fund sources. Six of these programs constitute the four “core partners:” the WIOA Title I Adult, Dislocated Worker and Youth Programs; the WIOA Title II Adult Education and Family Literacy Act Program; the WIOA Title III Wagner-Peyser Act Program; and the WIOA Title IV State Vocational Rehabilitation Services Program.

The core partners, together with thirteen other federally supported programs, make-up the WIOA-mandated one-stop partners. The Oakland WDB has entered into a memorandum of understanding (MOU) with the organizations managing each federal program at the local level, except where such programs are not present. The narrative that follows describes coordination with the WIOA core and other required program partners as prescribed by the Act.

A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

Oakland WDB has built strong and effective relationships with state and local agencies that represent the one-stop partner programs. Over the next four years, OWDB looks forward to further enhancing coordination with each of the workforce system partners.

Overview of Local One-Stop System Partners

Following is a summary of the local/regional organizations representing the federal one-stop partner programs with which OWDB has entered into an MOU.

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	Oakland Workforce Development Board
Title II Adult Education and Literacy	<ul style="list-style-type: none"> • Oakland Unified School District, Adult Education and Literacy • Peralta Community College District
Title III Wagner-Peyser	California Employment Development Department
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	<ul style="list-style-type: none"> • Oakland Unified School District, Adult Education and Literacy • Peralta Community College District
Title V Older Americans Act Senior Community Service Employment Program (SCSEP)	Vietnamese American Community Center of the East Bay
Job Corps	Treasure Island Job Corps Center

Native American Programs (WIOA Section 166)	The Strong Native Workforce
Migrant and Seasonal Farmworkers (WIOA Section 167)	<i>Not applicable. There is no WIOA Section 167 Migrant and Seasonal Farmworker Program grant recipient designated to serve the City of Oakland.</i>
Jobs for Veterans State Grants	California Employment Development Department
Youth Build	Youth Employment Partnership
Trade Adjustment Assistance (TAA)	California Employment Development Department
Community Services Block Grant	Alameda County-Oakland Community Action Partnership
Housing and Urban Development Employment and Training	Oakland Housing Authority
Unemployment Insurance (UI)	California Employment Development Department
Second Chance	Center for Employment Opportunities
Temporary Assistance for Needy Families (TANF)/CalWORKs	Alameda County Social Services

Memorandum of Understanding with System Partners

The Oakland WDB has entered into a memorandum of understanding (MOU) with the AJCC partners that outlines their joint planning and system coordination efforts. Under WIOA, the organizations administering or operating prescribed federal partner programs are required develop an MOU to establish a cooperative working relationship, define roles and responsibilities, and create a framework for providing services to job seekers and businesses. The MOU ensures a unified and efficient workforce development system. It is the product of local discussion and negotiation, and serves as an agreement, which is developed and executed between OWDB and the local workforce system partners relating to the operation of the AJCCs and the system.

Coordination with AJCC Partner Programs

The following information summarizes partner programs and some of the ways in which the WDB and the local workforce system collaborate with organizations managing the federally mandated one-stop partner programs.

WIOA Title I – Adult, Dislocated Worker and Youth Programs: Services under the three WIOA Title I programs are offered through a network of AJCCs operated by qualified organizations that are contracted by the City of Oakland on behalf of OWDB. Services provided to adults, dislocated workers, and youth (ages 14-24) include, but are not limited to, orientation, WIOA eligibility and intake, individualized assessment, counseling, supportive services, work readiness preparation, internships, work experience, vocational training, on-the-job training, job placement assistance, and follow-up.

WIOA Title II – Adult Education and Literacy: Programs are offered through state-approved grantees, including adult education providers. Services are provided to

individuals aged 18 years and older and include instruction in adult basic education skills, high school equivalency test preparation, classes leading to a high school diploma, English-as-a-second language instruction, and citizenship classes, as well as other related training.

WIOA Title III – Wagner-Peyser: EDD’s Wagner-Peyser staff fulfills the labor exchange function and coordinates marketing and outreach to UI claimants, ensuring full access to all available WIOA services. Wagner-Peyser services include orientation, intake, initial assessment, partner referrals, workshops, typing certificates, California Training Benefits information, bonding assistance, and networking clubs. EDD, WDB staff, and AJCC service providers may collaborate on Rapid Response orientations and services for laid off workers.

WIOA Title IV – Vocational Rehabilitation: DOR assists individuals with disabilities with employment and related services. DOR provides job readiness services, workshops, and vocational training, resulting in employment in an integrated work setting. Technology assistance is also provided as required to support participation in training and work.

Carl Perkins Career Technical Education: The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a principal source of federal funding to states and discretionary grantees for the improvement of secondary and postsecondary career and technical education programs across the nation. The purpose of the Act is to develop the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs. Local recipients of Perkins funding include community colleges and local education agencies.

Title V Older Americans Act: The Senior Community Services Employment Program (SCSEP) offers short-term pre-vocational services to eligible seniors who are 55 and older, low income, and have barriers to employment. It provides part-time, temporary on-the-job training through community service assignments at local nonprofits and government agencies.

Job Corps: Job Corps programs serve individuals ages 16-24. This tuition-free residential vocational program connects eligible youth and young adults with skills and educational opportunities they need to pursue careers in high demand and growing industries. Job Corps participants can earn industry-recognized credentials and acquire the professional skills needed to compete successfully in the job market.

Jobs for Veterans State Grants (JVSG): The JVSG program is administered by EDD and serves veterans, eligible spouses, and transitional service members. Services include, but are not limited to, outreach, veteran's service navigator assessments, veteran screening, referral to partners and supportive services. Two EDD job classifications are funded by this program: the Local Veterans Employment Representative (LVER) and the Disabled Veterans Outreach Program (DVOP) Representative.

YouthBuild: Oakland YouthBuild is a community-based pre-apprenticeship program that provides job training and educational services for opportunity youth ages 16-24 who left school without a secondary diploma. YouthBuild uses construction projects as a launch pad for youth to develop confidence, life skills, and career skills.

Trade Adjustment Assistance Act: Trade Adjustment Assistance Act (TAA) is a federal program intended to provide aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program has offered a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Under TAA, workers were eligible for training, job search, and other reemployment services. Coordination with TAA generally included co-enrollment into WIOA, which provided multiple benefits, including TAA funds being used to cover all training costs. While TAA is technically a required partner program, it is currently an unfunded initiative and, except for work that exhausts the final federal allocation of funds, services have been suspended.

Community Services Block Grant (CSBG): CSBG grant programs address a wide range of community needs and services often focus on areas such as low-income housing, entrepreneurship, job training, and job placement assistance.

Housing and Urban Development Employment and Training Program: The Oakland Housing Authority (OHA) is the WDB's public housing program partner. OHA's Family and Community Partnerships department operates an Employment Program that connects OHA residents to employment and training opportunities with contracting businesses as well as other local employers. In addition, OHA's Employment Program works to connect residents to employment opportunities throughout the East Bay region. The program collaborates with several agencies to provide support with interviewing, wardrobe attire, resume building, construction training, budgeting and financial literacy, leadership, healthcare, continuing education, and more.

Unemployment Compensation: The Unemployment Insurance program is operated by EDD online and by telephone. AJCC staff works with EDD to coordinate marketing and outreach to UI claimants, ensuring full access to all available WIOA services.

Temporary Assistance for Needy Families (TANF)/CalWORKs: TANF/CalWORKs programs and services are provided by the Alameda County Social Services Agency. Services include, but are not limited, assistance with child day care, employment services, job training, transportation assistance, and adult educational services.

B. Partners' Efforts to Collaborate on Co-enrollment and Case Management

OWDB has published a policy indicating that co-enrollment requires coordination from all partner programs in order to avoid duplication of services and costs. Each service provider partner will need to identify which program is providing services, where there may be overlap, and where each service fits into the participant's service plan. With

participants co-enrolled in as many programs as possible, staff have greater flexibility to fund and share the responsibility for the services that help participants meet their goals and objectives while participating in the programs. To better meet the needs of job seekers and to avoid duplication of services, co-enrollments will require a great deal of coordination between the OWDB network of service providers. It must be clear at all times what services are being provided and by whom. The coordination requires the following:

- Determine at intake if the customer will be better served through co-enrollment into another program.
- If it is determined that it is in the best interest of the customer to be co-enrolled into another program, providers must discuss the strategy surrounding the co-enrollment and determine who will be the primary and secondary provider.
- All information regarding the co-enrollment must be shared among the primary and secondary providers and must be documented in CalJOBS.
- The primary enrolling service provider coordinates activities (ensures all services are documented in the customer’s case note and service plan).
- The primary provider is responsible for entering the outcomes form into CalJOBS.
- Closure decisions must be coordinated among the primary and secondary providers. Only one service provider can be the “closing” agency.
- Follow-up activities and services are coordinated between both the primary and secondary providers.

C. One-Stop System’s Service Delivery Platforms Including Use of Technology

OWDB utilizes various strategies to provide customers with convenient access to services. These include:

Physical One-Stop Career Centers/AJCCs

OWDB contracts with and oversees a network of comprehensive and affiliate AJCCs throughout the city. These brick-and-mortar facilities offer the full range of services allowable under WIOA.

AJCC service providers and locations include:

<p>Oakland Private Industry Council</p> <p>Downtown Career Center 1000 Broadway, Suite 625 Oakland, CA 94607</p> <p>West Oakland Neighborhood Career Center 1801 Adeline, Suite 209 Oakland, CA 94607</p>	<p>Lao Family Community Development</p> <p>Main Office 2325 E. 12th Street Oakland, CA 94601</p> <p>Eastmont Center 7200 Bancroft Avenue, Suite 140 Oakland, CA 94605</p>
<p>The Unity Council</p>	

1900 Fruitvale Avenue Oakland, CA 94601	North County 2000 San Pablo Avenue, Floor 2 Oakland, CA 94612
Mandela Partners 3100 E. 10 th Street, Suite B Oakland, CA 94601	Swords to Plowshares 330 Franklin St., Ste. 100 Oakland, CA 94607

The foregoing service providers operate one comprehensive, three affiliate, and two specialized AJCCs are described in *Section IV, WIOA Title I Coordination*.

Virtual Services and Information

Various methods for providing and enabling services other than in-person, include the following:

Telephone: Appointments with AJCC staff can be conducted via telephone. If an individual does not have access to a telephone, referrals can be made to local community service agencies to obtain one.

WDB and Service Provider Websites: The sites contain extensive information about WIOA and other workforce services. Links to jobs postings can be found on several sites, making these listings more accessible to job seekers.

Zoom and Other Videoconferencing Services: System partners and AJCC staff use Zoom and other videoconferencing platforms to conduct meetings and facilitate one-on-one conversations.

Social Media: OWDB and its network of WIOA Title I program services providers use Facebook, Instagram, LinkedIn and other sites in order to keep the public up to date on available services.

Electronic signatures: The AJCCs accept electronic signatures on some documentation to eliminate the need for in-person contact.

Metrix Learning: OWDB has expanded access of Metrix Learning to its partner network making it available to all Oakland residents. 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.

Community-Based Strategies

The AJCCs can deploy staff to sites in communities where services are most needed. These sites may include municipal facilities, schools, locations where partner services are delivered, or community events, where potential participants can be informed about local workforce programs and services.

D. Coordination of Workforce Activities and Support Services

Supportive services are made available to eligible individuals enrolled in the WIOA Adult, Dislocated Worker, and Youth programs. Such services are provided to address a participant's needs and barriers as identified during initial and on-going individual assessment processes. Supportive services enable an individual to participate in activities authorized under WIOA Title I.

Determining the Need for WIOA-Funded Supportive Services

Supportive Services should be provided to participants to:

- Enable them to participate in career and/or training services;
- Obtain or retain employment; or
- Provide accommodations as needed to aid in training, education or employment.

Service providers must document supportive service need in case notes. This should include a basis for the need and verification that participant and service provider has either exhausted all other funding opportunities and WIOA supportive services are being utilized as a last resort.

Services Available to WIOA Participants

OWDB has developed a policy governing the use WIOA funds for participant support services, which generally include the following:

- Linkages to community services;
- Assistance with transportation;
- Assistance with child care and dependent care;
- Assistance with housing;
- Needs-related payments;
- Assistance with educational testing;
- Reasonable accommodations for youth with disabilities;
- Legal aid services;
- Referrals to health care;
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear;
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
- Payments and fees for employment and training-related applications, tests, and certifications.

E. Physical and Programmatic Accessibility for Individuals with Disabilities

OWDB makes certain that its network of providers ensures physical and programmatic access to employment and training services for individuals with disabilities and all other customers. Workforce system providers make every attempt to provide reasonable accommodations for those with disabilities with regard to aid, benefits, services, training, and employment, unless providing the accommodation. These accommodations may be available through various sources, including partner organizations or WIOA Title I program resources. DOR remains OWDB's central partner in providing services to individuals with disabilities. DOR is represented on the Oakland Workforce Development Board, and Rehabilitation Act programs are a federally-mandated workforce system partner. AJCCs make available auxiliary aids, services, and assistive technology.

OWDB has designated an Equal Opportunity (EO) Officer to administer the local biennial assessment process to determine nondiscrimination and universal facility access according to the Americans with Disabilities Act (ADA) and WIOA Section 188 guidelines, and an OWDB staff member serves as the Departmental Access Coordinator for ADA issues.

III. STATE STRATEGIC PARTNER COORDINATION

In 2018, the State published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-19. Within that modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 2017-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In the 2019 modification to the Local Plan, Oakland WDB first described these efforts toward developing local level relationships, some of which were in an early stage of development. State guidance published in 2024 added requirements for two new partnerships.

Following is a summary of the evolution and status of six state-mandated strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

A. **Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services**

The CalFresh Employment and Training (CFET) program provides participants with a variety of job training, job placement, and education programs that are delivered by the Alameda County Social Services Agency and community partners. CalFresh recipients who are not receiving CalWORKs assistance may volunteer to participate in CFET to improve their job and career opportunities.

Participants work with a career counselor to develop a plan for employment and to get connected to any of the following services:

Job Search Support: Participants receive assistance with job search, developing a resume, job interview skills, and more. They have the opportunity to participate in workshops and receive guidance from a career counseling professional.

Job Placement and Job Retention Assistance: Participants are connected to businesses interested in hiring new workers. After being hired, participants have the option to continue receiving CFET career counseling and supportive services while they become stable in their new jobs.

Education: CFET participants are referred to programs offered by community colleges, adult schools, and other institutions that provide English-as-Second Language, high school equivalency certification or high school diploma completion, and other short-term education programs.

Job Training and Work Experience: Participants can select from a variety of job training and work experience programs. Programs cover a range of occupations in several key industries, including:

- Healthcare jobs (e.g. community health worker, health navigator)
- Light manufacturing
- Graphic design
- Urban arts merchandise design and production
- K-12 after-school education
- Culinary and food services jobs
- Construction and solar photovoltaic systems
- Banking and financial services
- Community maintenance and beautification

Workfare: CFET participants can gain valuable jobs skills and experience at approved worksites, while completing public service volunteer work to fulfill work requirements for CalFresh.

CFET participants may also be eligible for support that enables their participation in the program. Some of the supportive services offered by CFET include: transportation, work clothing and uniforms, necessary tools or equipment, tuition for approved education programs, books and training manuals, union dues, test fees, licensing and bonding fees, basic dental or vision correction expenses, housing assistance, and minor car repairs. Participants who gain employment can continue to receive supportive services for up to 90 days after their first date of hire, even if they are no longer receiving CalFresh benefits.

Coordination of CFET and WIOA Title I Programs

OWDB service providers regularly communicate and coordinate services with representatives of the Alameda County Social Services Agency's Workforce and Benefits Administration (WBA), which oversees a variety of social services programs including CalWORKS, CalFresh, and CFET. Coordination between WIOA Title I programs and CFET is currently informal. Moving into the four-year cycle covered by this Plan, OWDB will examine opportunities to establish a more structured relationship between the program and will request the AJCC/One-Stop Operator (OSO) convene AJCC service providers to determine how the programs could be effectively coordinated.

B. Coordination with Local Child Support Agency and Other Local Partners Serving Individuals That Are Non-Custodial Parents

The 2019 requirement for local WDB's to collaborate with local Child Support Services agencies did not represent the first occasion when the OWDB's workforce system and Alameda County Child Support Services (CSS) worked together. The coordination requirement simply represented an extension of an existing relationships between OWDB's service provider community and Child Support. Over the years, referrals have been made from Child Support to the AJCCs pursuant to court orders requiring non-custodial parents (NCPs) to participate in job search in exchange for credit in meeting specified obligations and the reinstatement of revoked licenses. AJCC-initiated communications have also occurred, in which service provider staff have contacted CSS

to discuss opportunities to reinstate licenses for NCP job seekers. OWDB, CSS, and the entire network of one-stop service providers and partners understand the value of maintaining a strong partnership to improve employment outcomes for NCPs with child support orders.

Collaboration with Alameda County Child Support Services

As with CFET, the relationship between the OWDB-administered AJCCs and Child Support is largely informal. As the PY 2025-28 Local Plan is implemented, OWDB will initiate discussions with CSS regarding opportunities to establish a structured referral process and the potential benefits of entering into an MOU.

C. Coordination with Local Partnership Agreement Partners Established in Alignment with the Competitive Integrated Employment Blueprint and Other Local Partners That Serve Individuals with Developmental and Intellectual Disabilities.

In 2019, OWDB leadership and staff first became aware of the state-level blueprint for competitive integrated employment (CIE) that was crafted by and led to the formalization of a partnership among DOR, the California Department of Development Services (DDS) and the California Department of Education (CDE). An agreement among these state-level partners makes employment in an integrated setting at a competitive wage for individuals with intellectual disabilities and developmental disabilities (ID/DD) its highest priority. OWDB representatives also learned of the requirement that local agencies representing the state level partners develop agreements to meet CIE goals. State Workforce Board guidance indicated that local boards must connect to these partnerships to support CIE objectives. The following information summarizes local LPA efforts.

Local Partnership Agreement

An LPA has been implemented in Alameda and Contra Costa Counties. The purpose of the Alameda and Contra Costa Local Partnership Agreement (ACCLPA) is to enhance and strengthen partnerships that promote career preparation and successful placement of youth and adults with disabilities into competitive, integrated employment. This primarily includes youth and adults identified as having an intellectual and/or developmental disability and may include others whose disability creates similar barriers to employment. The LPA's participating core partners are:

- California Department of Rehabilitation (DOR), Greater East Bay District
- Regional Center of the East Bay
- Special Education divisions of the following local education agencies: Acalanes Union High School District, Alameda Unified School District, Berkeley Unified School District, Contra Costa County Office of Education, Mount Diablo Unified School District, Oakland Unified School District, San Ramon Valley Unified School District, Spectrum Schools, and West Contra Costa Unified School District.

The ACCLPA also identifies community partners, which are local entities whose mission, goals, and primary purpose are aligned with that of the ACCLPA, thereby increasing opportunities for youth and adults with disabilities to be successfully employed in an integrated setting while earning a competitive wage, and in a career or job that meets their vocational desires or goals. Among the community partners listed in the LPA are the “America’s Job Centers and Local Workforce Development Boards (Alameda County, Oakland, Oakland, Contra Costs County). The ACCLPA also states that “the core partners will expand and develop additional community partnerships aimed at providing access to all resources and workforce systems not historically utilized.”

Collaboration with the LPA Partners

The LPA partners meet periodically throughout the year and local workforce board programs are represented at such meetings by partners and service providers. OWDB programs collaborate with DOR to serve customers with disabilities of all ages. Supporting DOR’s and the LPA’s business outreach efforts to expand the use of CIE would be a natural extension of the current, productive working relationship. OWDB staff and service providers could support CIE efforts in several ways. These include:

- Identifying businesses within the City of Oakland that employ individuals in jobs that would be suitable for CIE, ensuring that opportunities are identified that complement the various capabilities of individuals in the ID/DD target group;
- Developing a CIE-specific business outreach plan for the AJCC and Youth Program service providers ;
- Establishing a unified strategy for promoting CIE candidates to local businesses, again taking into consideration individual capabilities and needs;
- Making direct contact with business representatives on behalf of LPA customers; and
- Orienting employers to CIE, developing a work-based learning agreement and ensuring the necessary services and supports are in place to promote successful job placement.

D. Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who are English Language Learners, Foreign Born, and/or Refugees

English language learners (ELLs), foreign-born individuals, refugees and immigrants make up a substantial share of the population of the City of Oakland and the East Bay and they are diverse in their work experience and skills, including individuals who have completed college in their home countries, as well as immigrants with limited literacy in their native languages. Workforce system partners and stakeholders understand the importance of balancing immediate income needs and the need to develop language and technical skills that will qualify individuals from this target group for well-paying jobs. As a result, many individuals in these categories of job seekers simultaneously engage in both work and educational activities.

Countless public agencies, community-based programs, faith-based organizations, and local education agencies provide services to foreign-born individuals, refugees, and ELLs. Among those with which OWDB and its services providers work most closely are:

Oakland Unified School District Adult Education: Oakland USD is one of the area's primary providers of ESL education. Programs help students to improve speaking, listening, reading, writing, vocabulary development, and grammar skills to successfully transition to community college courses, other training, and employment.

International Rescue Committee (IRC): Since 1975, the IRC has welcomed 12,739 refugees to the Bay Area. With local operations in Oakland, the IRC helps refugees, immigrants, and other newcomers seeking safety to rebuild their lives. Program and services focus on economic well-being, education, health, empowerment, and other stabilizing and uplifted forms of support.

Lao Family Community Development: The organization contracts with the city as a provider for all WIOA Title I programs. With deep roots in the Asian community and a long history of serving many immigrant groups and other underserved populations, Lao Family is a valued partner in serving foreign born individuals who have made their homes in Oakland.

The Unity Council: Also an AJCC service provider, the Unity Council is based the Fruitvale neighborhood of Oakland. Its goal is promote social justice and improve quality of life by building vibrant communities where everyone can work, learn, and thrive. Serving a largely Latino population, the organization provides a wide range of services for immigrants and others seeking support.

Street Level Health Project: The organization promotes self-sufficiency for marginalized people of color by creating equitable and dignified access to health and employment regardless of socioeconomic or immigration status.

E. Coordination with Local Veteran Affairs, Community-Based Organizations, and Other Local Partners That Serve Veterans

More than two decades ago, the Jobs for Veterans Act (JVA) was signed into law to improve employment, training, and job placement services available to veterans. JVA mandates priority of service for veterans and eligible spouses who otherwise meet the eligibility requirements for participation in programs administered by the U.S. Department of Labor. California has consistently ensured that the public workforce system focuses on outreach and the delivery of services and support to veterans, and, in 2025, EDD issued a new Workforce Services Directive on "*Priority of Services for Veterans and Eligible Spouses*," which updated guidelines to correspond to requirements published in WIOA. Section IV-D of this Plan describes how OWDB ensures that veterans are given priority in the provision of Title I services.

As stated in Section II of this plan, *WIOA Core and Required Partner Coordination*, OWDB recognizes the federal Jobs for Veterans State Grant program operated by EDD as a WIOA-mandated partner. OWDB also reaches a wide network of veterans by contracting and collaborating with Swords to Plowshares, a Bay Area-based nonprofit organization dedicated to supporting all veterans in all aspects of their lives. Swords to Plowshares operates a specialized veterans-serving AJCC for the City of Oakland. In this capacity, Swords to Plowshares not only directly assists veterans with skills development and employment but connects them to a wide range of services available through federal, state, local, and community programs that assist veterans in accessing services and benefits.

As OWDB moves into the new four-year cycle represented by this plan, it will continue to work to identify and implement new strategies for improving services for veterans.

F. Collaboration with the Strategic Planning Partners to Address Environmental Sustainability

The Oakland WDB's PY 2025-28 Local Plan marks the first formal statement of intent to work in collaboration with system partners to address environmental sustainability through workforce development system programs and services. Over the period covered by the Plan, the OWDB intends to initiate work in this area by addressing measures adopted by the city and others in response to climate change and in support of environmental sustainability. Some of the focus will be on the following:

Research, Learning, and Adoption of Local Priorities

OWDB leadership aims to deepen its engagement in state-administered projects and programs related to environmental and climate issues, enhancing the organization's knowledge and capacity in this space. Additional efforts to strengthen system capacity will include participation by management, staff, board members, service providers, and partners in state and regional conferences, as well as online seminars and training. The local board will seek opportunities to learn from organizations that can share models and best practices for adapting workforce development services to align with the evolving job requirements of environmental sustainability. In particular, local stakeholders will track state-level programs and initiatives, such as those being advanced by the California Workforce Development Board.

City of Oakland City Climate Action Plan

The City of Oakland's 2030 Equitable Climate Action Plan is rooted in a deep community engagement process. It identifies ambitious actions to combat climate change while also ensuring that frontline communities, those that have been harmed by environmental issues and that are likely affected most by the impacts of climate change, will benefit from climate action. The City is focusing attention on actions that will result in cleaner air, improved economic security, good green jobs, and more resilient communities, while also minimizing the local contribution to climate change. The plan highlights the fact that green

jobs underpin a sustainable, low-carbon economy. As an industry category, the green jobs sector includes clean energy development and installation, carbon reduction technology, advanced materials, food science, and applied technology.

The WDB's environmental and climate-related projects include plans to support new green jobs at a revitalized Port of Oakland, ties to construction-related training that incorporate green processes, and efforts to support hiring in public sector jobs that focus on climate resilience and sustainability.

Support for Regional Efforts

As earlier described, OWDB closely collaborates with three other local boards that are part of the East Bay Regional Planning Unit. Within the East Bay RPU's PY 2025-28 Regional Plan, the local boards describe their planned approaches to support a climate neutral transition. These plans acknowledge economic and environmental impacts of pollution, a movement away from fossil fuels, and air quality that have already affected the focus and content of workforce programs. To gain momentum in these efforts, local board will seek to align their work with the Bay Area Regional Climate Action Initiative and its Priority Climate Action Plan for the Northern and Central Bay Area Metropolitan Region, which is characterized by features that may provide a model for the East Bay RPU agencies in developing a regional workforce development approach to environmental sustainability. The Priority Climate Action Plan builds upon the region's climate leadership and rich foundation of existing climate-related plans and programs to identify and support core policies, practices, and technologies in the transportation and building sectors that will help accelerate the Bay Area's transition to a more equitable and zero-carbon future. Implementation of the plan will reduce emissions of greenhouse gases, criteria air pollutants, and hazardous air pollutants; create high-quality jobs; spur economic growth; and enhance the quality of life for Bay Area residents, particularly those in frontline communities. While the plan's workforce planning focuses almost exclusively on green jobs in the construction industry, its approach to linking workforce preparation to environmental issues could be replicated across other industries.

IV. WIOA TITLE I COORDINATION

The following narrative addresses services, activities, and administrative requirements of the Oakland WDB and its contracted service providers under the WIOA Title I formula programs, along with strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs.

A. Staff Training and Professional Development to Increase Digital Technology Skills

As workplace technology continue to evolve, OWDB and its service providers strive to keep pace with updates to software, hardware, and web applications. Acquisition of new technology is generally followed by training to ensure that staff is able to take full advantage of and effectively utilize new tools. Training can be executed through various formats including online tutorials, group training by an external provider (either in-person or by way of videoconferencing), or on-on-one, depending on the subject being addressed. Because various service provider staff are highly experienced in the use of certain tools, such staff members may train their colleagues. All front-line staff are trained in the use of the state CalJOBS system.

Overall, OWDB and service provider staff have a requisite level of digital proficiency and are able to effectively utilize tools such as Microsoft Office products to carry out the core functions and responsibilities of their jobs. However, moving forward into the period covered by this four-year Plan, OWDB and providers will continue to ensure that offer regular training is available to staff that reflects changing technology and changes in the local business environment that may affect what products we use and how we use them. This will include training in AI tools and technologies. While each contracted WIOA AJCC and Youth Program service provider is responsible for evaluating and responding to the knowledge and training needs of its staff, OWDB's AJCC/One-Stop Operator (OSO) has overarching responsibility for training throughout the network of services providers, and will assess the technology training needs expressed by provider organizations.

B. Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma

The local workforce development system is focused on making services accessible to all eligible job seekers irrespective of their past experiences, circumstances, or barriers to employment.

Cultural Competency Training

Workforce system experience, both locally and elsewhere, has shown that culturally aware individuals are more likely to recognize and address biases that can impact service delivery. Specific topics that would support staff in developing cultural competency and

humility, could include: understanding culture; understanding cultural competency; understanding cultural humility; the importance of cultural competency in the workplace; factors and characteristics that affect one's cultural identity; overcoming cultural barriers; and actions for improving cultural competency

OWDB and service provider staff have participated in various training and information sessions that address cultural competency and awareness. These sessions are most frequently coordinated by providers, but may also be sponsored by OWDB, system partners, and EASTBAYWorks, the regional workforce entity, among others.

Training to Increase Staff Understanding of the Impacts of Trauma

As trauma is experienced across all vulnerable populations and by many individuals, OWDB has identified various topics that could be addressed through staff training, including: understanding trauma; situations that can be traumatic; types of trauma; impact of trauma on development and behavior; understanding traumatic stress; and treating customers in a trauma-sensitive manner. EASTBAYWorks has hosted training on trauma-informed services for OWDB's workforce system staff, service providers, and partners.

Similar to the technology skills addressed above, each service provider and OWDB's contracted OSO will continue to monitor staff proficiency in the areas of cultural awareness and trauma-informed service delivery and will identify, secure, and deploy necessary training.

C. Coordination of Rapid Response and Layoff Aversion Activities

Oakland WDB and the community of service providers has been providing federally funded Rapid Response services to displaced workers for more than 30 years. Working with state and local partners, the OWDB-led workforce system provides the following Rapid Response and Layoff Aversion services.

Rapid Response Services

OWDB's Rapid Response services assist workers affected by business closures or downsizing. WARN notices, along with other announcements of significant numbers of workers being laid off, trigger Rapid Response activities. Planning meetings with company officials and organized labor representatives, as applicable, are scheduled to coordinate orientations and services needed for affected employees. On-site orientations are conducted by a team consisting of representatives from OWDB, AJCC service providers, EDD, and other resource organizations, as needed. Workers receive may job leads, information on recruitment events, labor market information, and descriptions of available training programs. Surveys are distributed to gather names, phone numbers, addresses, and interests of affected workers. Information is shared with adjacent WDBs to facilitate their outreach to individuals who have been laid off.

Lay Off Aversion

Over the last several years, local workforce boards, such as OWDB, have increasingly shifted the focus of services for distressed companies to proactive business retention and layoff aversion strategies. Layoff aversion services include a comprehensive strategy that may include interventions such as pre-feasibility studies, asset mapping, business turnaround services, Incumbent Worker Training, employment assessments, education/training, financial consultation, and employee recruitment.

Rapid Response Roundtable

OWDB and partner staff participate in the Greater East Bay Rapid Response Roundtable meetings. The Roundtable convenes quarterly to share business information, including notices of closure or downsizing, and to identify regional trends. These gatherings build positive relationships with internal and external partners.

D. Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs

The Oakland WDB administers a local workforce system that provides a wide range of services for job seekers enrolled in the WIOA Title I Adult and Dislocated Worker programs. Services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable populations who may have one or more barriers to employment. Workforce services are designed to prepare participants for entry-level and higher positions with businesses in the City of Oakland, around the East Bay, and throughout the Greater Bay Area. Training and services focus on preparing job seekers for career pathway employment in priority sectors that are outlined in the East Bay Regional Planning Unit's PY 2024-28 Regional Plan, including those specifically targeted by OWDB.

One-Stop Delivery System

As of the publication of the PY 2025-28 Local Plan, OWDB's network of AJCCs include six centers: one comprehensive center, three affiliate centers, and two specialized AJCCs that extend the reach of the network to distinct target populations.

Comprehensive AJCC

- Oakland Private Industry Council

Affiliate AJCCs

- The Unity Council
- Lao Family Community Development
- Oakland Private Industry Council

Specialized Centers

- Swords to Plowshares (veterans)
- Mandela Partners (re-entry population)

In late 2025, OWDB will initiate an open competitive procurement for AJCC service providers for programs in a new four-year cycle beginning July 1, 2026.

WIOA Adult and Dislocated Worker Services

AJCCs offer services along the three levels. These are supplemented by follow-up services. The content of these services includes the following:

Basic Career Services: Basic career services are made available to all individuals, and include:

- Determinations of eligibility;
- Outreach, intake, and orientation;
- Initial assessment;
- Labor exchange services;
- Referrals;
- Workforce and labor market employment information;
- Performance information and program cost information;
- Information on performance accountability measures;
- Information on the availability of supportive services or assistance;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Information and assistance regarding filing claims under UI programs.

Individualized Career Services: Individualized career services are provided when they are needed for a participant to obtain or retain employment. AJCC staff rely principally on assessments to determine the need for and appropriateness of individualized career services. These services include:

- Comprehensive and specialized assessments;
- Development of an individual employment plan;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

Training Services: OWDB provides access to a wide range of training programs, which fall broadly into two types: institutional (classroom) training programs, and work-based training programs, which are developed directly with employers and include activities such as on-the-job training, transitional jobs, or customized training.

- Occupational skills training, including training for nontraditional employment.
- On-the-job training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Transitional jobs
- Adult education and literacy activities
- Customized training conducted with a commitment by an employer

Follow-Up Services: Follow-up is conducted to support participants who have secured employment in being successful on the job. It can be especially helpful for individuals that may face unexpected challenges with childcare, transportation, and other issues that can result in the loss of employment. OWDB works with its contracted service providers to ensure that staff and resources are available to support participants with employment retention.

The precise services provided to job seekers enrolled in WIOA Adult and Dislocated Worker Programs reflect individual needs and are determined as a result of a comprehensive assessment process and preparation of an individual employment plan, which is developed in collaboration with program staff.

Priority of Service

OWBD enforces WIOA priority of service requirements in accordance with state and local policies, which specify:

As stated in the WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA Adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.

Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E). As described in U.S. Department of Labor

Training and Employment Guidance Letter (TEGL) 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA’s priority groups.

In addition to the groups for which WIOA requires priority in service delivery, OWDB has also identified the following priority populations for the local workforce development system: job seekers facing multiple barriers to employment, formerly incarcerated and justice-involved individuals, ELLs, individuals with disabilities, Native Americans, and low-income youth.

E. Services and Activities Available under WIOA Title I Youth Program

The WIOA Title I Youth Program provides comprehensive services that focus on assisting out-of-school youth (OSY) and in-school youth (ISY), who have one or more barriers to employment, to prepare for employment and postsecondary education opportunities; attain educational and/or skills training credentials; and secure employment with career/promotional opportunities. OWDB’s network of Youth Program service providers offer youth ages 14-24 information, training, and work experience they need to be successful in real-world work environments. Core Youth Program services include work-based learning, financial literacy training, work-readiness workshops, and personalized one-on-one career counseling.

As of the publication of the PY 2025-28 Local Plan, OWDB’s network of Youth Program service providers include:

<p>Youth Employment Partnership</p> <p>2300 International Blvd. Oakland, CA 94601</p>	<p>Lao Family Community Development</p> <p>Main Office 2325 E. 12th Street Oakland, CA 94601</p>
<p>The Unity Council</p> <p>1900 Fruitvale Avenue Oakland, CA 94601</p>	<p>Eastmont Center 7200 Bancroft Avenue, Suite 140 Oakland, CA 94605</p>
<p>Genesys Works Bay Area</p> <p>1721 Broadway, Ste. 201 Oakland, CA 94612</p>	<p>North County 2000 San Pablo Avenue, Floor 2 Oakland, CA 94612</p>
<p>Black Cultural Zone</p>	<p>Youth Uprising</p>

6955 Foothill Blvd. Oakland, CA 94605	8711 Macarthur Blvd. Oakland, CA 94605
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In late 2025, OWDB will initiate an open competitive procurement for Youth Program service providers for programs in a new four-year cycle beginning July 1, 2026.

Features of OWDB’s WIOA Youth Program

OWDB’s contracted Youth Program service providers deliver a system of coordinated workforce services. Qualities of this system include:

- Shared goals related to youth educational success, credential attainment, and employment, particularly on high-demand career pathways.
- “No wrong door” access to services delivered by a network of service and training providers.
- Coordinated referrals across available services and providers.
- Programs and services aligned as “stepping stones” along training and career pathways.
- Intentional leveraging of funding and other resources;
- Cross-system local and regional partnerships that strengthen connections and services that meet the needs of the most vulnerable young people in 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, Latino, Native American, and Asian/Pacific Islander.
- Currently or former legal/justice-involved individuals.

WIOA Youth Service Elements

Both WIOA ISY and OSY programs require an objective assessment of the participant’s strengths and challenges to inform and develop an Individual Service Strategy (ISS). The ISS outlines services from among the fourteen WIOA elements that a participant needs to prepare for employment and/or employment-related education and training:

- E. Tutoring, study skills training, instruction, and evidence-based prevention and recovery strategies that lead to completion of secondary school, its recognized equivalent, or for a recognized post-secondary credential.

2. Alternative secondary school services that assist youth who have struggled in traditional secondary education settings.
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following: Summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; on-the-job training opportunities; and apprenticeships.
4. Occupational skills training which leads to recognized post-secondary credentials that align with in-demand industry sectors or occupations.
5. Education offered concurrently with workforce preparation to integrate education and training to prepare participants for workforce preparation and for the cultivation of basic and occupational skills.
6. Leadership development opportunities encourage community service, peer-centered activities, responsibility, and other positive social and civic behaviors.
7. Supportive services enable an individual to successfully participate in WIOA activities.
8. Adult mentoring is a formal relationship between a youth participant and a trusted adult that provides structured activities, leading to guidance, support, and encouragement. Mentoring helps to develop competence and character of the mentee. Mentoring is at least 12 months in duration and may occur both during and after-program participation.
9. Follow-up services may include regular contact with the participant for no fewer than 12 months after completion of WIOA participation.
10. Comprehensive guidance and counseling provide individualized counseling to participants, including drug and alcohol abuse, and mental health counseling.
11. Financial literacy education provides youth with the knowledge and skills needed to achieve long-term financial stability.
12. Entrepreneurial skills training provides the basics of starting and operating a small business while developing entrepreneurial and self-employment skills.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
14. Post-secondary preparation and transition activities help youth prepare for and transition to post-secondary education and training.

Services for Youth with Disabilities

The program ensures that all youth participants, including youth with disabilities, receive the same types and quality of services and level of support to achieve their career planning, education, skills training and employment goals. For those who are attending school, one or more accommodations can be provided to correspond to a student's Individual Education Plan. To ensure that services for individuals with disabilities meet their full range of needs, service provider works staff may collaborate with DOR, instructors and staff from local special education programs, and community-based organizations to develop effective service strategies. Such collaboration may include efforts linked to the local CIE LPA described in Section III.C of this Plan.

Digital Literacy Services for Youth

Of the youth and young adults who seek OWDB services, many have strong digital literacy skills, while others are solely proficient in skills associated with services and applications accessible through mobile devices. A more common problem for Youth Program participants is often access to an electronic device larger than a cell phone, such as a tablet, laptop, or desk top computer. In addition, digital access problems for some communities are persistent and may include poor or no internet connection. OWDB, service providers, and local partners remain committed to improving residents' access to digital skills training, hardware, and broadband.

F. Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities

As the administrative entity for the Oakland Workforce Development Board, the City of Oakland is responsible for the disbursement of grant funds and for procurement of contractors.

Disbursement of Grant Funds

Various departments with the City of Oakland play a role in the administration and disbursement of WIOA grant funds. Those with key responsibilities include:

Economic and Workforce Development Department (EWDD): As indicated, OWDB is housed within EWDD and its staff are responsible for ensuring that service providers adhere to all requirements for WIOA funding in accordance with federal, state, and local guidelines. OWDB staff reviews service provider invoices and submits them to the EWDD Administrative Services Manager, who then reviews and approves them to be forwarded to the City of Oakland Finance Department.

Oakland City Administrator: The City Administrator has ultimate funding oversight. Fiscal functions, including the disbursement of funds, are further apportioned within the financial management structure of the city to the Budget Office and the Finance Office.

Oakland Budget Office: The Budget Office is directly under the City Administrator and is responsible for developing and managing the city budget, which includes WIOA Title I formula grant funds received from EDD.

Oakland Finance Office: The Finance Office operates under the purview of an Assistant City Administrator and is responsible for administering WIOA funds and issuing approved payments to OWDB contracted service providers and other approved vendors, as well as serving as the lead office for the city's annual audits and other financial management functions.

Oakland WDB has published guidance for contractors on invoicing for properly earned WIOA funds.

Competitive Process Used to Award Contracts

OWDB uses a highly competitive, public, effective, and open Request For Proposal (RFP) process to award sub-grants and contracts to service providers. The process meets WIOA requirements, along with City of Oakland procurement policies. RFP processes and procedures have been carefully designed to safeguard against conflicts of interest and provide maximum transparency.

G. How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers

The responsibilities of the AJCC/One-Stop Operator (OSO) function is met by an organization selected through a competitive process. The Career Services Provider function is the responsibility of OWDB's contracted AJCC service providers.

AJCC/One-Stop Operator

The Oakland WDB competitively procures the AJCC Operator. Currently the contractor is the Oakland Private Industry Council, which also functions as the career service provider for the local workforce system's comprehensive AJCC and at an affiliate AJCC.

OWDB's One-Stop Operator must fulfill the requirements of WIOA by implementing an MOU signed by all of the WIOA-mandated partners. The goal of the OSO's coordination of partners is to provide full access to the partners' programs, services, and activities for job seekers and employers, thereby strengthening the capacity and effectiveness of the AJCCs and the workforce system.

The OSO, in cooperation with each mandated partner, ensures compliance with AJCC requirements, as follows:

- Participate in joint planning and plan development, and modification of activities to respond to local conditions and state and federal requirements;
- Participate in operation of the AJCC system, consistent with the terms of the MOU and requirements of authorized laws;
- Make services provided by mandated partner programs available to eligible customers through co-location, referral, information-sharing, and direct access through use of technology; and
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

Career Services Provider

The career service provider function required by WIOA for the Title I Adult and Dislocated Worker programs is fulfilled by AJCC service providers procured by OWDB and contracted with by the City of Oakland.

V. PROGRAM YEAR 2025-28 SYSTEM PRIORITIES

As the Local Plan concerns not just the work of the WIOA Title I programs administered by the Oakland WDB, but all the organizations, programs, and services that comprise the local workforce development system, WDB leadership sought input from a range of system partners and stakeholders. As described in Attachment I, a public input session was held to gather information, ideas, and input on key issues affecting the delivery of services to job seekers and businesses.

The priorities described below capture key issues, insight, and recommendations expressed during the community input session. Rather than articulating comments made by individuals, they represent key themes that emerged from the overall commentary. It is noteworthy that several of the themes addressed in priorities identified by system partners and stakeholders are aligned to the strategic priorities established by the Oakland WDB, which are summarized in Section I of the Local Plan. The following six priority areas will be examined by the Oakland WDB, City of Oakland Workforce Development management and staff, and partner representatives throughout the four-year period covered by this plan.

E. Business Engagement

With rapid changes in workplace technology, rising costs of operations, an insufficient supply of talent, and myriad other challenges facing businesses throughout the East Bay, the needs of some local companies can at shift at record speed. To ensure that workforce development system services and career technical education keep pace with changes in the marketplace, mechanisms should be in place for workforce and education leaders to frequently dialog directly with business representatives about emerging needs and trends. This may take the form of the OWDB, service providers, or system stakeholders leading a sector partnership or more streamlined efforts, where the board or partners engage with one or more businesses about current and future workforce needs. The goal of all such efforts should be to ensure the businesses have access to job ready workers and city residents have access to good jobs.

B. Resource Development

While OWDB as well as other public and non-profit partner organizations have done an excellent job of bringing an array of specialized resources and funding to the city, stakeholders agree that additional resources are critically needed to provide the full range of services necessary prepare residents for careers and to support businesses in securing new talent and developing their current workforce. Local organizations should continue to explore opportunities for secure funding, including those where joint ventures among the partners could increase the likelihood of success.

C. Expansive Partnerships

WIOA prescribes specific partner relationships for the public workforce system that include complementary federally funded programs. Many local workforce systems have expanded their partnerships to include state and locally funded programs and organizations, as well as a wide array of community partners. The workforce system in Oakland benefits from collaborations with a wide range of organizations that have not traditionally been viewed as partners. Stakeholders suggest that additional partnerships could further enhance the system and add significant value for customers. These partnerships may include public health and behavioral health agencies, early childhood education providers, industry associations, organized labor, and various population-based service providers.

D. Access to Technology

A focus on developing the digital skills of job seekers has been ongoing for several years. However, stakeholders point out that the type and range of skills needed to apply for, secure, and succeed in a job is ever evolving. The ability to utilize digital processes is now a requirement to apply for employment with most companies. Even for job classifications that require few digital technology skills, companies utilize digital processes for time and record keeping, payment of wages, human resources functions, and more. In addition, technology tools themselves are changing and the introduction of AI tools is altering the ways jobs are done and skills required to secure and keep jobs. The OWDB, AJCC service providers, Youth Program services providers, education and training agencies, and other workforce system partners must regularly reexamine and update the content of and approach to digital skills training. This work should include close collaboration with businesses that use advanced technology and education partners, who are working consistently to develop curricula that addresses current and future needs.

E. Holistic Service Delivery

Workforce system providers should utilize a human-centered approach to the provision of all services. This starts with customer-centered design, where each program, service, and activity is created to meet the needs, preferences, and the priorities of customers, including job seekers and businesses. Such an approach will lead to the development of stronger, more effective service plans and the delivery of services that treat customers holistically. Services should provide wrap-around support, addressing the whole person and ensuring that job seekers are stable, secure, and have access to ongoing support that will promote the likelihood of their success on the job and as they advance in their careers.

F. Comprehensive Career Pathways

The workforce system's focus on placement of participants in jobs is appropriate. Most individuals seeking services do so based on their need to work and earn a living. However, all service provider and workforce system partner services should be viewed as investments in job seekers. All customers, even those who are simply looking for work, should be seen as worthy of investment and be provided services that prepare them for forward movement on a career pathway. These pathways should function as a guide to achieve self-sufficiency and advancement to careers that pay family-supporting wages. Pathways should include, as needed by an individual, career information, job readiness training, basic skills training, job-specific skills training, support services, and career counseling, along with other complementary services.

VI. ATTACHMENTS

The following items are included as part of the Local Plan.

Attachment 1: Stakeholder and Community Engagement Summary

Attachment 2: Public Comments Received that Disagree with the Local Plan

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2025-2028 Local Plan, the Oakland WDB hosted a community and stakeholder listening session focused on topics affecting strategies and services across the system. The theme for the session was *“Priorities for Developing the Local Workforce.”*

Questions/topics addressed included, but were not limited to:

- What services are most needed by individuals who are new to the workforce and those who are unemployed and looking to return to work?
- What are the training programs of most interest to local job seekers and how do these align with jobs available in the local labor market?
- Are there opportunities for local workforce, education, and community service agencies to work together to more effectively serve job seekers?
- In what ways do services need to be “modernized” to meet the evolving needs of workers and businesses?
- Other ideas about the development of the local workforce.

The session was held in-person on November 20, 2024, at the Ella Baker Center.

The table below summarizes participation in the community and stakeholder engagement process to develop the Oakland WDB PY 2025-28 Local Plan

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
x	x	x	x
x	x	x	x
x	x	x	x
x	x	x	x
x	x	x	x

Public Comments Received That Disagree With The PY 2025-28 Local Plan
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1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

2.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

(Placeholder comment pending completion of public comment period) There were no comments received during the public comment period for the PY 25-28 Local Plan.

Signature Page

The following signatures represent approval of the Local Plan by the Oakland Workforce Development Board and the Chief Elected Official for the City of Oakland Local Workforce Development Area.

For the **Oakland Workforce Development Board**:

Name, Chair
Oakland Workforce Development Board

Date

For the **City of Oakland Local Workforce Development Area**:

Name, Mayor
City of Oakland

Date