City Of Oakland Workforce Development Strategic Plan

Program Years 2017-2020
A. Vision, Goals, and Strategy of the Local Board and its Partners

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

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

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

¹ California EDD, [http://www.labormarketinfo.edd.ca.gov/file/lftmonth/1612pwib.pdf](http://www.labormarketinfo.edd.ca.gov/file/lftmonth/1612pwib.pdf), last accessed 1/25/17
² Ibid
³ American Community Survey, 2013-2015. The size of Oakland’s African-American population also increased slightly during this time period.
4 Ibid
the City of Oakland and its residents strive to move forward during these unprecedented times and circumstances.
Acutely aware of the various forces that have been pulling and pushing the city in new directions, during 2014-2016, the City of Oakland took a comprehensive look at the way interrelated city departments respond to challenges through the Resilient Oakland Playbook (https://pilot.oaklandca.gov/issues/resilient-oakland). The Resilient Oakland playbook takes a more holistic view of community development, outlining a set of strategies and actions to tackle systemic, interdependent challenges including equitable access to quality education and jobs, housing security, community safety, and vibrant infrastructure. In articulating its goal around increasing economic security, the Resiliency Playbook states the following:

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

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

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

In addition to supporting work at both the citywide and regional level, the OWDB also recognizes both the opportunity and need for it to strengthen ties with more neighborhood-based networks of community and faith-based organizations that have aligned resources and interests in an effort to improve the quality of life for Oakland’s most vulnerable residents. As stated at the outset of this plan, the recent local and regional economic boom has created an environment where many residents – particularly boys and men of color, disconnected youth, individuals with disabilities, limited English proficient (LEP) individuals, older individuals, homeless and other low-income individuals, long-term unemployed, and former foster youth – are experiencing greater economic insecurity. These groups of residents are generally concentrated in specific neighborhoods and
communities within the city and point to a need to dig deeper into how the full array of assets and investments of the city’s workforce ecosystem – including both those that are overseen by the OWDB as well as those which are not – are shifting to meet the rapidly changing landscape in the City of Oakland.

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

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

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

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

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

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

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

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

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

- **Youth Services Goal:** Work with public, private, and community-based organizations and key local initiatives to empower disconnected young people in the City Of Oakland to access meaningful employment opportunities.
o Coordinate resources and investments to better align with major citywide and regional efforts targeted toward the educational and career development of youth and young adults.

o Strengthen and expand work-based learning opportunities for youth and young adults in the City Of Oakland, with particular emphasis on paid employment and internships.

o Partner with community-based organizations and other stakeholders to more effectively leverage resources and increase investment that meets the needs of young people in the City Of Oakland.

- Workforce System Goal: Position the Oakland Workforce Development Board to lead and support citywide and regional efforts that strengthen local and regional economic prosperity and increase equity.

  o Link, align, and leverage public, private, and philanthropic resources and investments to strengthen the ecosystem of public, private, and community-based organizations supporting workforce development in the City Of Oakland.

  o Enhance the OWDB’s organizational capacity to responsibly and transparently manage and invest resources in a way that sustainably supports the workforce development needs for the City Of Oakland’s businesses and residents.

  o Strengthen reporting and accountability systems to more effectively measure the results and impact of workforce development investments in the City Of Oakland.

  o Coordinate and implement a communication strategy with public, private, and nonprofit partners and stakeholders that elevates that value proposition of local and regional workforce development efforts.

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

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

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

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

- **West Oakland Job Resource Center**: The West Oakland Job Resource Center (WOJRC - [http://oaklandcommunityjobscenter.org/](http://oaklandcommunityjobscenter.org/)) is an innovative project funded by the City Of Oakland and other partners and is focused on helping local residents learn about and prepare for careers in the building trades. The center directly assists contractors working on the Oakland Global Trade & Logistics Center, the former Oakland Army Base, in hiring qualified local workers. Working with partner construction trade unions, the WOJRC screens individuals for the apprenticeship programs that allow qualified candidates to earn while they learn.

- **Day Labor Center** Supported by the City of Oakland’s General Purpose Fund (GPF) and operated by Causa Justa ([https://cjjc.org/](https://cjjc.org/)), the Day Labor Center runs as a hiring hall model to link contractors and day laborers, track outcomes and include key supportive services to the day laborer population. This model helps to reduce risk for contractors and workers alike by reducing the potential risk associated with day labor work around payment for services and workplace safety.

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

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

- **Oakland Unite**: Oakland Unite ([www.oaklandunite.org](http://www.oaklandunite.org)) is funded primarily by local tax dollars through the Oakland Public Safety and Services Violence Prevention Act (Measure Z). Passed by Oakland voters in November 2014, Measure Z provides approximately $24 million every year for ten years to fund violence prevention and intervention programs, additional police officers, and fire services. Measure Z funds are generated through a parcel tax along with a parking surcharge in commercial lots in order to support reductions in violent crime, improve quality and response time of emergency services, and invest in violence intervention and prevention strategies.

- **Oakland Fund for Children and Youth (OFCY)**: The OFCY ([www.ofcy.org](http://www.ofcy.org)) is a program of the Human Services Department within the City of Oakland and provides strategic funding to support Oakland’s children and youth from birth to 20 years of age to help them become healthy, happy, educated, engaged, powerful, and loved community members. OFCY was established in 1996 as a result of a voter-approved ballot measure to create a City fund expressly for the benefit of children and youth and is empowered to competitively allocate a portion of the City’s unrestricted funds (about $13.5 million in 2016-17) to support the development of children and youth in four goal areas: Early Childhood, Student Success in School, Youth Development and Empowerment, and Transitions to Productive Adulthood. Since its inception, OFCY has supported youth workforce programming that provides Oakland youth career support, workplace exposure, paid internships, and other youth employment opportunities. OFCY’s funding strategy around Transitions to Adulthood – Career Awareness & Academic Support for Older Youth is currently supporting fourteen (14) programs with grants exceeding $2.1M annually; OFCY has been and continues to be one of the largest providers of funding for youth workforce programming in the City of Oakland.

- **Classrooms2Careers/Year Round & Summer Jobs**: The Classrooms2Careers program provides work-based learning opportunities for Oakland youth, with particular emphasis on paid
summer jobs and internships. The City of Oakland and the Oakland Housing Authority have been substantial investors in this program, together providing more than $600,000 in 2016 to help subsidize paid work experience for Oakland youth. Additional support to the program comes from Oakland businesses and other public, private, and nonprofit organizations.

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

- **Oakland Promise**: The Oakland Promise ([www.oaklandpromise.org](http://www.oaklandpromise.org)) is a cradle-to-career initiative that was launched by the City of Oakland Mayor’s Office, in partnership with the Oakland Unified School District (OUSD), East Bay College Fund, the Oakland Public Education Fund, and other Oakland organizations. The initiative seeks to help triple the number of Oakland residents who are from populations underrepresented in higher education save and plan for college at every stage, and provide the critical support needed to enroll in college and earn a degree.

- **Youth Ventures Joint Powers Authority & Oakland Thrives**: Oakland Thrives is an initiative nested within the Youth Ventures Joint Powers Authority ([http://www.youthventuresjpa.org](http://www.youthventuresjpa.org)), a collaboration of the County of Alameda, the Oakland Unified School District, San Lorenzo Unified School District, and the City of Oakland. The initiative is being driven by top leadership in the City of Oakland to combine and coordinate efforts to secure and leverage resources to improve outcomes for vulnerable children and youth across a variety of domains, including education, health, wealth, safety, and housing.

- **My Brother’s Keeper**: The City of Oakland is leading the local action plan for My Brother’s Keeper, an initiative born out of President Obama’s call to action to ensure that all of our nation’s boys and young men of color (BMYOC) have equal opportunity to live up to their full potential. The City of Oakland has developed a local action plan outlining several strategies and milestones to recognize, support, and advance Oakland’s work to address racial inequities. The OWDB has been designated to serve as the lead organization for Milestone 5, which seeks to increase the percentage of young men of color ages 16-24 employed or in school.

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

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

- Designing and delivering training that builds in-demand skills and competencies and helps youth enter and progress along career pathways;
- Coordinating the provision of other career development resources and supportive services with other local and regional partners and networks.

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

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

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

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

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

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

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

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

2) **Career Pathways**

Career Pathways programs represent the supply-side of industry sectors, and the City Of Oakland is very fortunate to have an abundance of employer-informed programs that provide the opportunity for the OWDB's priority populations to access quality jobs and careers. This extensive array of programs and services has enabled the provision of cohort-based training in targeted industry sectors and occupations, the bundling of multiple training strategies (e.g. classroom-based training
with OJT), and other kinds of demand-driven programs that help individuals develop skills that offer opportunities to realize greater income mobility. Additional information about local career pathway development efforts appear in Section C.ii. of this plan.

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

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

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

In addition to the two initiatives mentioned above, the OWDB is actively working with regional apprenticeship efforts, including the Advanced Manufacturing and Transportation Apprenticeship (AMTAC - [https://amtac-apprentice.org/](https://amtac-apprentice.org/)) initiative, which is helping to develop a pipeline of individuals for a variety of occupations including machinists, CNC setup and operators, tool & die makers, mold-makers, maintenance machinists, automotive body, automotive mechanic, automotive painting, automotive repair and related skill sets.
4) **Organizing Regionally**
The East Bay has appropriately garnered a lot of recognition for its efforts to organize its assets at a regional scale, most longstanding of which has been the partnership of the four (4) workforce boards that are part of EASTBAY Works ([www.eastbayworks.org](http://www.eastbayworks.org)). More recently, the East Bay’s efforts to develop regional industry sector partnerships in five (5) distinct industries have helped to further strengthen the credibility and value of the local workforce system as a resource to the business community. Please refer to the East Bay Regional Planning Unit (RPU) strategic workforce development plan for 2017-2021 for a full description of the OWDB’s participation in regional organizing efforts that include business, economic development, education, labor, nonprofit, and other partners.

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

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

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

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

<table>
<thead>
<tr>
<th>OWDB Core Partner</th>
<th>Services &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>AJCC contracted service providers (2016-17)</td>
<td>WIOA Title I Adult and Dislocated Worker services</td>
</tr>
<tr>
<td>• Oakland Private Industry Council</td>
<td></td>
</tr>
<tr>
<td>• Peralta Community College District</td>
<td></td>
</tr>
<tr>
<td>• Unity Council</td>
<td></td>
</tr>
<tr>
<td>California Department of Rehabilitation (DOR)</td>
<td>Vocational Rehabilitation job placement services</td>
</tr>
<tr>
<td>California Employment Development Department (EDD)</td>
<td>Wagner-Peyser, Trade Adjustment Assistance (TAA), and Unemployment Insurance (UI)</td>
</tr>
<tr>
<td>Oakland Unified School District (OUSD)/Northern Alameda Consortium for Adult Education (NACAE)</td>
<td>Adult Education and Family Literacy Act (AEFLA) services, and Career Technical Education (CTE) programs</td>
</tr>
<tr>
<td>Alameda County Social Services Agency</td>
<td>CalWORKS (TANF) services, CalFresh (SNAP) administration, Title V, and Adult and Aging Services</td>
</tr>
<tr>
<td>United Indian Nations</td>
<td>Employment, education, and training for Native American populations</td>
</tr>
<tr>
<td>Oakland / Alameda County Community Action Partnership</td>
<td>Community Services Block Grant services</td>
</tr>
<tr>
<td>Oakland Housing Authority</td>
<td>Housing services</td>
</tr>
<tr>
<td>Peralta Community College District (PCCD)</td>
<td>Carl D. Perkins and Career Technical Education (CTE) programs</td>
</tr>
<tr>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>Older Americans Act (OAA)</td>
</tr>
<tr>
<td>Treasure Island Job Corps</td>
<td>Job Corps programs</td>
</tr>
</tbody>
</table>

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

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

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

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

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

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

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

Finally, in addition to its ongoing work with OUSD and PCCD, beginning in 2015, the OWDB has been serving as an important partner in two regional CCPT grants as follows:
- East Bay Career Pathways (http://eastbaycareerpathways.org/): The OWDB is helping to lead business engagement efforts in the City Of Oakland to help expand Work-Based Learning (WBL) opportunities for youth and young adults enrolled in OUSD career pathway programs that are focused on priority industry sectors including engineering & advanced manufacturing, healthcare, information communication technology, and public service.

- The Alameda County Office of Education (ACOE) Project Pathways project (http://www.acoepathways.org/projectpathways/) is a regional, two-county (East Bay) project that seeks to develop pathways to college and careers for disconnected youth between the ages of 16-24 in areas including education, building trades, and hospitality and tourism.

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

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

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

iv. Engagement of Employers in Workforce Development Programs
Employers, particularly those in high-growth/high-demand sectors, are critical partners in an effective workforce system. Integration of employer input is essential at all levels of the system to ensure that training, education and job preparation results in job placements for job seekers and to support a vibrant economy in Oakland. To this end, in March 2016, as part of the City Of Oakland local board recertification process, Oakland Mayor Libby Schaaf appointed a new slate of board members to serve on the City of Oakland Workforce Development Board. The newly appointed private-sector members are key leaders and owners of businesses from Oakland’s priority industry sectors, including healthcare, hospitality, information communication technology (ICT), transportation/logistics, and small business. Many of these employers have been both active partners and customers of the local workforce system, helping to lead efforts to strengthen its value proposition of supporting the upskilling of local residents for good jobs. Their leadership has had a significant influence on the development of this local plan, and there is a strong commitment to ensuring ongoing, continuous improvement of the local system.
In addition to activities and support from the OWDB membership, the OWDB and its contracted service providers have been working to expand their connections with local and regional employers as well as deepen partnerships with businesses that regularly utilize services and work to create improvements. The OWDB has also been able to substantially leverage and benefit from its participation in and support of the regional East Bay Slingshot initiative, which has helped to develop and support the following regional industry sector partnerships:

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

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

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

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

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

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

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

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

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

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

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

The OWDB’s contracted comprehensive AJCC and its Sector Access Points (SAPs) work to connect dislocated workers and other job seekers so that they can access Unemployment Insurance (UI) services through the California Employment Development Department (EDD). EDD staff provides onsite services at their local offices in East Oakland (which are in a separate location from
OWDB’s comprehensive AJCC) to help participants navigate UI issues that are not easily handled via phone or online methods. Dedicated communication tools are available in the AJCC resource room to expedite processing and resolution of any UI claim issues and questions.

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

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

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

   In addition to online and other technological access methods, the OWDB anticipates continuing to work with public and nonprofit partners to find ways to support and sustain a network of access points in key areas of the City of Oakland to ensure that individuals who do not have ready access to or are otherwise not comfortable with technology have other methods of accessing services through the local workforce system. The OWDB will further explore ways to sustainably support community-based locations that can serve as access points that facilitate the capacity of all City Of Oakland residents to utilize services offered through the local workforce development system. As a part of its work, the OWDB hopes to better identify and map assets and resources across the city that can enable us to be more efficient and effective in our efforts to deliver place-based services for our residents.
iii. Compliance with Applicable Provisions of the *Americans with Disabilities Act of 1990*

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

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

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

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

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

v. MOUs and Cooperative Agreements

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

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

The United Indian Nations, Inc. (UIN) is the local WIOA Section 166 grantee that is helping the OWDB with meeting local Native Americans’ service needs. The OWDB and its AJCC partners will be working with UIN to help ensure that the local Native American populations have access to services that meet their needs. Congruent with the objectives outlined in Section A of this local plan, the OWDB will enlist UIN to work further on partnerships that advance the economic security and resilience of Oakland’s workers and residents, including Native Americans.

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

There are no WIOA Section 167 grantees currently operating in the City Of Oakland.
In addition to the comprehensive AJCCC, as a part of its 2016 RFP, the OWDB developed a new service delivery model termed “Sector Access Points” (SAPs), which seek to coordinate sector-specific services for job-seekers, workers, and employers in one or more of OWDB’s priority industry sectors. Each SAP supports an employer-demand-driven system of career pathway training and job placements in one or more of the region’s growth industry sectors and connect job-seekers and workers to the training, education, and supports they need to get good jobs and realize upward mobility.

In this role, the SAPs serve several essential functions:

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

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

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

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

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

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

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

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

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

- **Career Services:** Career Services include assessment, job search and placement assistance, availability of labor market information around high-demand occupations and industry sectors, information about education and training services, access to supportive services, and help with other essential needs. Career services also includes the provision of information about programs and supports that can assist job seekers with skill development and acquisition efforts, whether through classroom training, work experience, or other opportunities. Fundamentally, these services emphasize career planning and guidance and are provided in a manner that most appropriately meets the individual needs and interests of job seeker customers.

- **Training Services:** Training Services include vocational skills training, on-the-job training, integrated vocational and academic training, skills upgrading/retraining, entrepreneurial training, pre-apprenticeship and apprenticeship training, business-customized training, job readiness training in combination with vocational training, and adult education and English language training in combination with other training services. Training services are designed as one or more courses or classes, or a structured regimen, that upon successful completion lead to: (1) a certificate, associate degree or baccalaureate degree; or (2) the skills or competencies needed for a specific job or jobs, an occupation or occupational group, or generally for many types of jobs or occupations, as recognized by employers and
determined prior to training. The OWDB works to ensure that WIOA Title I investments in training services are linked to a career pathway in high-growth sectors that have entry-level and mid-level occupations that are in demand in the Oakland metropolitan area or in another area to which an adult or dislocated worker receiving training services is willing to relocate.

- **Follow Up Services:** The OWDB, its contracted service providers, and Oakland businesses are keenly aware that maintaining a job is often much harder than finding one. To this end, the OWDB believes that follow-up services are a critical component to ensuring the success of individuals who receive career development, employment, and training services through the WIOA funds that are under its purview. Follow up services can be of particular help to many of the priority populations that the OWDB serves, as unexpected challenges with childcare, transportation, and other issues can result in the loss of employment. To this end, OWDB works with its contracted service providers to help ensure that there are people and resources who can help support participants with resources that will facilitate employment retention.

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

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

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

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

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

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

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

iv. Description and Assessment of Youth Workforce Development Activities

The OWDB's contracted Youth Services providers are charged with delivering a system of coordinated workforce services for enrolled Oakland youth, in partnership with OWDB staff and other OWDB-contracted providers of Adult and Dislocated Worker Services and Business Engagement & Services. Qualities of this system include:
• Shared goals related to youth educational success, credential attainment, and employment, particularly on high-demand career pathways;
• “No wrong door” access to services delivered by a network of service and training providers;
• Coordinated referrals across available services and providers;
• Programs and services aligned as “stepping stones” along training and career pathways;
• Intentional leveraging of funding and other resources;
• Cross-system local and regional partnerships that strengthen connections and services that meet the needs of the most vulnerable young people in the City of Oakland

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

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

<table>
<thead>
<tr>
<th>Target Population</th>
<th>OUSD Alternative High School Model</th>
<th>GED/HiSET Education Model</th>
<th>Post-Secondary Education/Training Model</th>
<th>Youth Employment Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth ages 16-21 in Oakland Unified School District (OUSD) alternative high schools and at high risk of dropout, identified through OUSD partnership, with focus on youth with disabilities</td>
<td>Youth ages 16-24 who are not attending any school and who do not have a high school diploma or equivalency</td>
<td>Youth ages 16-24 who already have a high school diploma or equivalent, are not attending any school, and require assistance to enroll in post-secondary education/training</td>
<td>Youth ages 16-24 who are not attending any school and who require assistance to secure employment</td>
<td></td>
</tr>
<tr>
<td>Objective</td>
<td>To provide additional academic, pre-employment, and supportive services that lead youth to a high school diploma and starts them on a career pathway.</td>
<td>To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to help youth attain a high school diploma or equivalency and start them on a career path.</td>
<td>To provide services to help youth apply for, enroll in, and progress through post-secondary education or training that leads to a portable credential and starts them on a career pathway. Services and training may be sector-specific, leading youth to develop an understanding of and academic and technical skills needed to secure employment within a particular high-demand industry.</td>
<td>To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to prepare and place youth in employment and start them on a career pathway.</td>
</tr>
</tbody>
</table>
Service providers are required to develop and implement collaborative and innovative approaches to aligning with sector initiatives, leveraging resources and strengthening career pathways in OWDB priority sectors, such as:

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

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

- Percentage of program participants who are in post-secondary education or advanced training/occupational skills training or who are in unsubsidized employment during the second quarter after exit.
- Percentage of program participants who are in post-secondary education or advanced training/occupational skills training or who are in unsubsidized employment during the fourth quarter after exit.
- Median earnings of participants in unsubsidized employment during the second quarter after exit.
- Percentage of participants who obtain a recognized post-secondary credential, secondary school diploma, or equivalent during participation or within one year after program exit.
- Percentage of participants who during a program year are in education that leads to a recognized post-secondary credential or employment and who are achieving measurable gains towards those goals.

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

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

- **Post-Secondary Education Partnerships**: The OWDB actively participated in with the Bay Area Community College Consortium (BACCC – [www.baccc.net](http://www.baccc.net)) in the development of local and regional Strong Workforce Task Force (SWTF) plans, which in turn helped to complement the development of the East Bay Regional Planning Unit (RPU) WIOA Regional Plan. The BACCC convened and facilitated two Bay Area-wide meetings (the first of which was in the City of Oakland on October 21, 2016 and the second of which took place in Newark, California on December 2, 2016.) These efforts helped to solidify ways in
which the OWDB can best link, align, and leverage both WIOA funds (and other resources under its purview or within its sphere) to partner with its local Adult Education consortium, the Northern Alameda County Adult Education (NACAE) consortium as well as the Peralta Community College District (PCCD).

- **Partnership with Secondary Education:** In addition to citywide partnerships described in Sections B.i. and C.ii. of this plan, the OWDB is working actively with the Oakland Unified School District (OUSD) on a number of other efforts to ensure services for Oakland youth are better coordinated. Among a few of the highlights of this work include increased alignment around summer employment opportunities for very low income youth, efforts to improve dropout prevention and dropout recovery, and other activities and services that can help improve outcomes for young people in Oakland.

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

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

viii. **Coordination of WIOA Title I Activities with Adult Education and Literacy Activities**
The OWDB is actively working with the Northern Alameda County Adult Education (NACAE) consortium to coordinate WIOA Title I activities with AEFLA funded services. Coordinating this work will help to increase skill-building among the many shared priority populations served through our respective systems, helping to improve outcomes for Oakland residents and businesses alike. This work primarily is happening in three domains:
• **Partnership with NACAE programs:** The OWDB and its contracted service providers work to ensure that WIOA Title I participants have access to adult basic education (ABE) and GED programs as well as CTE “bridge” programs that can help people more rapidly build skills needed to advance along a career pathway and gain access to better job and career opportunities.

• **Planning Activities:** Additionally, the OWDB has been working with regional partners on the coordination of other (state-funded) efforts under the Strong Workforce Task Force (SWTF) and other K-14 partnerships, such as those being initially led by the North & East Bay SB 1070 consortium.

• **WIOA Planning & WIOA Title II Applications:** The OWDB has been coordinating the development of its local plan with NACAE, and it will also be an active partner in helping to support and review the local Title II grant application process in order to ensure consistence with the OWDB local plan and to further explore ways to maximize the impact of WIOA and other career development and educational investments for some of Oakland’s most vulnerable residents.

### Services that Will Be Provided to Limited English Proficient Individuals

Oakland is both fortunate and proud to be one of the most diverse cities in the United States. As of 2015, the City Of Oakland was home to nearly 420,000 residents, of whom more than a quarter (26.7%) where foreign born. Approximately 25% of the population was identified as being Hispanic or Latino. More than a quarter (27.1%) of the population speaks a language other than English: 15.9% speak Spanish, 5.9% speak an Asian-based language and more than 5.1% speak other languages.5.

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

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

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5 United States Census Bureau, [http://www.census.gov/quickfacts/table/PST045215/0653000](http://www.census.gov/quickfacts/table/PST045215/0653000), last accessed 1/25/2017
Against this backdrop, the OWDB is both sensitive and mindful to help support the efforts of its contracted service providers to be equipped to meet the diverse linguistic and other needs that the local population requires. OWDB contracted service providers are not only well-versed in providing culturally competent services and supports to Oakland’s diverse population, but they frequently stand at the vanguard of how to be both effective and sensitive in meeting these needs. There is also a strong understanding of the potential power in turning perceived “barriers” around language proficiency into an asset, as there is considerable need for translation and cross-cultural communication services. As such, the OWDB’s contracted providers for its local AJCC site(s) and for its youth services are conscious about proactively providing and disseminating materials and resources – and most importantly, employing people – who are able to help limited English speaking populations with career development and employment training services. At a more fundamental level, the OWDB staff also monitors its contracted service providers in order to ensure compliance with core requirements relative to WIOA services for limited English speaking populations.

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

One of the best examples of training services for populations who are not considered proficient in English are the extensive English as a Second Language (ESL) “bridge” programs offered by the North Alameda County Adult Education Consortium (NACAE). These programs offer limited English speaking populations with “onramps” to career pathways that enable them to begin to find better jobs and careers. Virtually all of the NACAE bridge programs are aligned with the OWDB’s priority industry sectors. Naturally, NACAE also offers other ESL and Adult Basic Education (ABE) programs and services for limited-English speaking populations, and both it and the OWDB work with other community-based partners to provide other career development and employment services for LEP individuals.

F. Relevant Information Pertaining To Grants and Grant Administration

i. Entity Responsible for the Disbursal of Grant Funds

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

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

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

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

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

The approach to service delivery described in OWDB’s 2016-2019 RFPs emerged out of a highly participatory process that was responding to local need, regional opportunity, and the enactment of the WIOA. Using both this process and the 2013-2017 OWDB strategic plan, the OWDB and its Committees met to define policy principles and conceptual frameworks for the service models described in these RFPs. Concurrently, OWDB’s participation in regional initiatives informed the alignment of strategies with the regional labor market, other workforce development boards, and opportunities to leverage additional resources. After a highly competitive, very public, and carefully managed RFP process that was developed to ensure the avoidance of any conflicts of interest, contracts were awarded to a number of service providers beginning July 1, 2016 for the purpose of providing services under the above framework. Future procurements for services are likely to be further informed by this process, which was undertaken at a very pivotal point in the ongoing development of the local workforce system.

G. Relevant Information Pertaining to Performance Goals

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

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

<table>
<thead>
<tr>
<th>WIOA Adult &amp; Dislocated Worker (DW) Program Performance Program Year 2016-2017</th>
<th>Adult Performance Target</th>
<th>DW Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2nd Quarter After Exit (formerly Entered Employment)</td>
<td>70.0%</td>
<td>72.0%</td>
</tr>
<tr>
<td>Employment Rate 4th Quarter After Exit</td>
<td>66.0%</td>
<td>70.0%</td>
</tr>
</tbody>
</table>
### WIOA Adult & Dislocated Worker (DW) Program Performance Program Year 2016-2017

<table>
<thead>
<tr>
<th>Metric</th>
<th>Adult Performance Target</th>
<th>DW Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Earnings 2nd Quarter After Exit (formerly 6 mo. Average Earnings)</td>
<td>$5,200</td>
<td>$7,500</td>
</tr>
<tr>
<td>Credential Attainment within 4 Quarters After Exit (New)</td>
<td>54.0%</td>
<td>70.0%</td>
</tr>
</tbody>
</table>

### WIOA Youth Program Performance Program Year 2016-2017

<table>
<thead>
<tr>
<th>Metric</th>
<th>Negotiated Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Placement into Emp/Ed 2nd Quarter After Exit (previously measured in 1st Quarter)</td>
<td>64.0%</td>
</tr>
<tr>
<td>Placement into Employment/Ed 4th Quarter After Exit (New)</td>
<td>66.0%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter After Exit (New)</td>
<td>Baseline will be set this fiscal year</td>
</tr>
<tr>
<td>Credential Attainment within 4 Quarters After Exit (formerly attainment of degree or cert)</td>
<td>56.0%</td>
</tr>
</tbody>
</table>

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

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

#### i. Local Board Compliance with State-Issued AJCC Policies

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

### I. Relevant information on training activities

- **Use of Individual Training Accounts (ITAs) and Informed Customer Choice**

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

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

J. Public transparency, accessibility and inclusivity information

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

The OWDB has made a number of efforts to elicit input from a variety of stakeholders in the local workforce system prior to the dissemination of its plan for public comment. This included a presentation to the OWDB membership in the fall of 2016 about the frameworks for the state, regional, and local plans, followed by extensive information-gathering efforts about the myriad citywide and regional partnerships and initiatives having relevance to the local plan. The OWDB membership held a full-day retreat in January 2017 where both board members and all members of the public helped to provide input into the OWDB’s vision and mission statements, as well as the proposed goals and strategies outlined in Sections A and B of this plan. Following that process, the OWDB held two stakeholder engagement sessions, one for Oakland businesses and a second for public, private, and nonprofit service providers in the City Of Oakland to offer additional input around the key priorities and elements of the local plan. More than forty (40) people attended the aforementioned sessions, both of which were held at Oakland City Hall, and translation services for Spanish and Mandarin speakers were made available for the latter stakeholder engagement session for public, private, and nonprofit service providers.

The draft plan document was released for public comment following a meeting of the full OWDB membership on February 2, 2017. The plan was posted online and at various physical locations, and the OWDB received a total of five (5) submittals of public comment, which included a number of very helpful and constructive comments about ways in which to improve some of its elements, feedback that was subsequently incorporated into the final document. As none of the comments were in disagreement with the plan, they are not being transmitted with the plan itself, but OWDB staff took time to respond to each of the suggested comments. The comments and responses from OWDB staff were included in the board packet for the special meeting scheduled on Tuesday, March 14, 2017 for the OWDB to approve the final version of the local plan.

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

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

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

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

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

   ii. Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).
      The OWDB has updated its priority of service policy to ensure its compliance with provisions under WIOA and in accordance with state guidance. Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs. After ensuring priority for veterans and their eligibly spouses, the following groups prioritized for service (in order) include public assistance recipients, other low-income individuals, individuals who are basic skills deficient, re-entry/formerly incarcerated individuals, or Oakland residents residing in high unemployment areas would receive first priority for services provided with WIOA adult formula funds. In addition to ensuring that these groups receive priority support under WIOA Title I, the OWDB and its contracted service providers may work with partners to provide additional resources and support as appropriate to the specific population(s) and needs in question. Finally, the OWDB will continue to monitor the work of its contracted service providers to ensure that there is adherence to priority of service requirements in the aforementioned policy.

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