

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

**Contact Information:** 

Sofia Navarro, Executive Director Phone Number: 510-238-3474

Email Address: <a href="mailto:snavarro@oaklandca.gov">snavarro@oaklandca.gov</a>



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#### Introduction

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

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

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

### WIOA Core and Required Partner Coordination

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

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

#### **OWDB MOU Core Partners**

OWDB Core Partner	Services & Resources
AJCC contracted service providers:	WIOA Title I Adult and Dislocated Worker
<ul> <li>Oakland Private Industry Council</li> </ul>	services
<ul> <li>Lao Family Community Development</li> </ul>	
The Unity Council	
<ul> <li>Swords to Plowshares</li> </ul>	
<ul> <li>Mandela Partners</li> </ul>	
<ul> <li>Success Centers</li> </ul>	
California Department of Rehabilitation	Vocational Rehabilitation job placement
(DOR)	services

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

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

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

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

#### **Co-Enrollment & Case Management Strategies**

The OWDB works in partnership with its public sector educational partners — most notably the Oakland Unified School District (which is part of the Northern Alameda County Adult Education - NACAE) Consortium and the Peralta Community College District (PCCD) — to support career pathway development for older youth and adult job seekers and workers. The table below provides a high-level overview of some of the major elements of the local network of career pathway programs.

**Career Pathways by Industry Sector** 

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

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

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

The OWDB facilitates co-enrollment across program areas while striving for more coordinated case management between agencies. A large part of case management coordination is informed by systematic data tracking. In accordance with state policy and guidelines, the OWDB utilizes CalJOBS to track services for job seekers accessing workforce development services in the local area. The

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

OWDB continually works to improve the coordination of services for mutual customers who are accessing adult education and family literacy services, Wagner-Peyser Act services, and Vocational Rehabilitation services.

Additionally, where appropriate, the AJCCs co-enroll eligible youth into programs and services in the local WIOA-funded adult system, particularly for participants who are pursuing sector- specific training and other related career development services. Most of the service alignment efforts revolve around the use of assessment and other employment readiness tools and services, as well as efforts to coordinate skill development activities. It should be noted that in situations where local workers have been impacted by a dislocation event tied to the Trade Adjustment Act (TAA), the OWDB works with its contracted WIOA Adult and Dislocated Worker service providers around the provision and coordination of Rapid Response services.

#### **Facilitating Access to One- Stop Services**

The OWDB funds the operations of three affiliate AJCCs in zip codes with the highest unemployment and have a large population of Black and Latinx residents in the areas of Fruitvale, East and West Oakland. The Comprehensive One-Stop Career Center is located at the West Oakland site which also operates a satellite office in downtown Oakland. In addition, Oakland is funding three affiliate/specialized AJCCs for more targeted services for jobseekers including veterans and justice-involved individuals. Each of the AJCCs provides WIOA Title I funded services to adult job seekers and workers. These locations provide career development resources, including the posting of employment opportunities; some skills assessments; occupational and labor market information; career coaching; referrals to supportive services and training programs; and a variety of other services and are conveniently accessible because they are situated where many of the OWDB's priority populations reside. The California Employment Development Department (EDD) operates an affiliate AJCC site in East Oakland near the Oakland Coliseum, which is the only site within city limits that provides in-person Wagner-Peyser, Unemployment Insurance, and Disability Insurance services.

The OWDB also is helping to lead a few other initiatives to further support the development of the local workforce system. These include the West Oakland Job Resource Center, which is focused on helping local residents learn about and prepare for careers in the building trades. The center directly assists contractors working on the Oakland Global Trade & Logistics Center, the former Oakland Army Base, in hiring qualified local workers. Working with partner construction trade unions, the WOJRC screens individuals for the apprenticeship programs that allow qualified candidates to earn while they learn. Oakland's Day Labor Center runs as a hiring hall model to link contractors and day laborers, track outcomes and include key supportive services to the day laborer population. This model helps to reduce risk for contractors and workers alike by reducing the potential risk associated with day labor work around payment for services and workplace safety.

#### **Accessibility Through Technology**

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

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

#### Compliance with Applicable Provisions of the Americans with Disabilities Act

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

#### **State Strategic Partner Coordination**

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

**State Strategic Partner Coordination Strategies** 

OWDB Partner	Ongoing Collaborative Strategies
Alameda County	Assess the referral process from training providers and work to
Social Services	design improvements.
Agency-CalFresh	
Employment &	Work with WIOA providers to enhance marketing materials used
Training (E&T)	by CalFresh E&T, including launching digital campaigns.
	Invite third-party CalFresh E&T providers to participate in
	partner meetings held by the One-Stop Operator.
	Continue to work with partners providing job readiness services

California Department of Rehabilitation (DOR)	<ul> <li>Continue agreements with DOR to include resource commitments for increasing Competitive Integrated Employment (CIE) opportunities for people with intellectual or developmental disabilities.</li> <li>Train staff to meet needs of job seekers with intellectual or developmental disabilities.</li> <li>Strengthen referral processes between organizations for job seekers with intellectual or developmental disabilities.</li> <li>Provide job coaching for clients based on Individualized Plan for Employment.</li> <li>Educate and inform employers on hiring (benefits, accommodations) job seekers with intellectual or developmental disabilities.</li> </ul>
Alameda County Department of Child Support Services (ACDCSS)	<ul> <li>Place WIOA program materials with ACDCSS staff, case workers, call center representatives, etc.</li> <li>Work with family court to outline structured workforce goals for Zero Income Court Order clients.</li> <li>Refer payment-delinquent clients to workshops for career advancement and skill development (those ineligible for WIOA services)</li> <li>Facilitate informational sessions for call center and caseworkers to increase understanding of available programs and services.</li> <li>Explore a pilot program that offers "condition of participation" to support payment-delinquent non-custodial parents by offering a grace period and suppressing enforcement actions.</li> <li>Establish communication and progress monitoring protocols to properly track ACDCSS client progress.</li> <li>Explore self-employment pathways for clients interested in entrepreneurship.</li> <li>Establish direct referral systems from the local Child Support Agency and family courts to local AJCC sites.</li> <li>Collect customer feedback on 211.org referral system to refine or modify direct referral processes</li> </ul>
Alameda County Social Services Agency-Refugee Social Services & English	<ul> <li>Convene a series of information sharing sessions for WIOA and Refugee Social Services and Targeted Assistance, and ELP service providers to understand programs, eligibility requirements, share employer information, and develop processes for co- enrollment and retention.</li> </ul>
Language Learner (ELL) Service Providers	<ul> <li>Invite ELL network providers to participate in AJCC partner meetings coordinated by the One Stop Operator</li> <li>Participate in ACSSA quarterly career services meetings and the East Bay Refugee Forum Meetings</li> <li>Service providers will develop culturally specific workshops designed for ELP clients to learn about regional career pathways</li> </ul>

programs and education programs (adult schools, community colleges) that are aligned with high-growth occupations to retain
this population.
<ul> <li>Identify middle-skill occupations for program participants and</li> </ul>
<ul> <li>provide access to training and certifications</li> </ul>

#### **WIOA Title I Coordination**

#### **Professional Development for Frontline Staff**

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

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

**Professional Development Priorities for Frontline Staff** 

Training Area	PY21-24 Objectives
Digital Fluency and Distance Learning	<ul> <li>Partner with Adult Education Providers to deliver digital fluency and distance learning professional development. The OWDB should partner with the Northern Alameda Consortium for Adult Education (NACAE) and the Alameda County Office of Education to identity instructional supports for frontline staff, including a virtual workshop-based professional development series targeting digital fluency and distance learning best practices.</li> </ul>
Culturally Competent and Trauma-Informed Service Delivery	• Partner with the Alameda County Behavioral Health Trauma Informed Care Project to deliver professional development trainings on culturally competent and trauma-informed service delivery. The Alameda County Trauma Informed Care Project links agencies to a multitude of resources specifically highlighting trauma-informed care frameworks for service providers. The OWDB should partner with project staff to identity best-fit professional development resources for frontline staff, including accessible e-learning opportunities.

#### **Rapid Response and Layoff Aversion Activities**

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

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

- Develop systems and processes for identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion.
- Conduct ongoing relationship-building activities with businesses to create an environment for successful layoff aversion efforts.
- Assist employers in managing reductions in force, which may include early identification
  of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the
  delivery of services to address these needs.
- Convene service partners to deliver services to affected businesses and workers.
- Connect businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff.
- Serve as the lead entity in coordinating Rapid Response services in conjunction with OWDB contracted service providers, including reviewing affected workers' needs, facilitating rapid reemployment efforts, coordinating workshop presentations, and offering tools and services that support career transition, and other related services.
- Track and report process and outcome measures associated with all activities above.

#### **Adult and Dislocated Worker Services**

The OWDB strives to develop a system of seamless coordination among providers and partners in the workforce system that can connect residents, particularly those with barriers to employment, to career pathways leading to family-sustaining jobs in growing industries. The OWDB currently contracts with six (6) local service providers to provide the following WIOA-funded services for adult job seekers and dislocated workers:

- Career Services: Career Services include assessment, job search and placement assistance, availability of labor market information around high-demand occupations and industry sectors, information about education and training services, access to supportive services, and help with other essential needs. Career services also includes the provision of information about programs and supports that can assist job seekers with skill development and acquisition efforts, whether through classroom training, work experience, or other opportunities. Fundamentally, these services emphasize career planning and guidance and are provided in a manner that most appropriately meets the individual needs and interests of job seeker customers.
- Training Services: Training Services include vocational skills training, on-the-job training, integrated vocational and academic training, skills upgrading/retraining, entrepreneurial training, pre-apprenticeship and apprenticeship training, business-customized training, job readiness training in combination with vocational training, and adult education and English language training in combination with other training services. Training services are designed as one or more courses or classes, or a structured regimen, that upon successful completion lead to: (1) a certificate, associate degree or baccalaureate degree; or (2) the skills or competencies needed for a specific job or jobs, an occupation or occupational group, or generally for many types of jobs or occupations, as recognized by

employers and determined prior to training. The OWDB works to ensure that investments in training services are linked to a career pathway in high-growth sectors that have entry-level and mid-level occupations that are in demand in the Oakland metropolitan area or in another area to which an adult or dislocated worker receiving training services is willing to relocate.

• **Follow-Up Services:** Follow up services are provided so employees are able to be successful in new placements and can be of help to many of the priority populations that the OWDB serves, as unexpected challenges with childcare, transportation, and other issues can result in the loss of employment. To this end, OWDB works with its contracted service providers to help ensure that there are people and resources who can help support participants with resources that will facilitate employment retention.

#### **Youth Program Services**

The OWDB's contracted Youth Services providers deliver a system of coordinated workforce services for enrolled Oakland youth. Qualities of this system include:

- Shared goals related to youth educational success, credential attainment, and employment, particularly on high-demand career pathways.
- "No wrong door" access to services delivered by a network of service and training providers.
- Coordinated referrals across available services and providers.
- Programs and services aligned as "stepping stones" along training and career pathways;
- Intentional leveraging of funding and other resources; and
- Cross-system local and regional partnerships that strengthen connections and services that meet the needs of the most vulnerable young people in the City of Oakland.
- Intentional support for summer employment opportunities for youth and young adults to build employment experience, industry awareness, and create relationships with employers and supervisors.

The OWDB has identified the following local priority populations:

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

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

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

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

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

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

#### **Grant Administration**

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

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

#### **WIOA Title I Sub-Grant Agreements**

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

#### **AJCC Operator and Career Service Providers**

#### Adult and Dislocated Worker Services

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

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

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

#### **Youth Services**

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

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

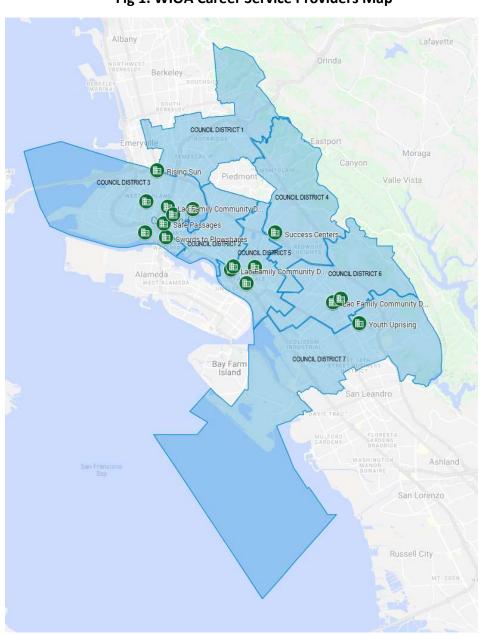


Fig 1. WIOA Career Service Providers Map