



OAKLAND WORKFORCE DEVELOPMENT BOARD MEETING

Thursday, November 5, 2020

8:30 a.m. – 11:00 a.m.

Teleconference

Please see the agenda to participate in the
meeting



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

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico LDial@oaklandnet.com o llame al (510) 238-3474 o al (510) 238-3254 Para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

浣需要手語, 西班牙語, 粵語或國語翻譯服務跽 請在會議前五紂礮經櫟電郵

LDial@oaklandnet.com 或致電 (510) 238-3474 鑿 (510) 238-3254 TDD/TTY日

OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)

REGULAR MEETING NOTICE

Teleconference
Thursday, November 5, 2020
8:30 a.m. – 11:00 a.m.

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

PUBLIC PARTICIPATION

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

OBSERVE:

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

Link to join Webinar

<https://zoom.us/j/97689225423> at the noticed meeting time.

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

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

Webinar ID: 986 5007 8328. If asked for a participant ID or code, press #.

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

COMMENT:

To comment by Zoom video conference, click the “Raise Your Hand” button to request to speak when Public Comment is being taken on the eligible Agenda item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” is available at: <https://support.zoom.us/hc/en-us/articles/205566129-Raise-Hand-In-Webinar>.

To comment by phone, please call on one of the above listed phone numbers. You will be prompted to “Raise Your Hand” by pressing “*9” to request to speak when Public Comment is being taken on the eligible Agenda Item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted.

Instructions of how to raise your hand by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663-Joining-a-meeting-by-phone>.

If you have any questions, please email Lazandra Dial at Ldial@oaklandca.gov.

OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)

REGULAR MEETING NOTICE

Teleconference

Thursday, November 5, 2020

8:30 a.m. – 11:00 a.m.

AGENDA

*Members of the public who wish to address the Board on published issues should do so at the time the agenda item is being discussed. Raise your hand if you are viewing by video or hit *9 if you are joining by phone. You will have 2-minutes to speak on the item.*

*Issues that the public wishes to address that are not published on the agenda will be heard during the Public Forum section. Raise your hand if you are viewing by video or hit *9 if you are joining by phone. You will have 2-minutes to speak on the item.*

I. PROCEDURAL ITEMS

- a. Call to Order and Roll Call
- b. Chair Remarks
- c. Adoption of the Agenda
- d. Approval of Minutes (Action) from 6-24-20 Special Workforce Board Meeting

II. ACTION ITEMS

- a. 2021-2024 Local/Regional Strategic Planning

III. DISCUSSION ITEMS

- a. City of Oakland Economic Recovery Advisory Council Interim Report

IV. INFORMATION ITEMS

- a. 2019-2020 Program Summary
2020-2022 Local Area Performance
- b. 2020-2021 Operational Calendar

V. PUBLIC FORUM

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

VI. STAFF REPORTS

VII. ANNOUNCEMENTS

VIII. CLOSING REMARKS & ADJOURN

**NEXT SCHEDULED REGULAR BOARD MEETING
THURSDAY, FEBRUARY 4, 2020 – 8:30AM-11:00 AM**

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

ITEM I.d. APPROVAL OF MINUTES

Wednesday, June 24, 2020

Chair Gutierrez called the meeting to order at 9:00 a.m.

Roll Call: John Brauer, Jason Gumataotao, Zeydi Gutierrez, Polly Guy, Derreck Johnson, Lee McMurtray, Doreen Moreno, Kalpana Oberoi, Brian Salem, Raminder Somal, and Lynn Vera were present. Omar Sabeh arrived at 9:05 am.

Absent: Gilbert Pete

Chair Gutierrez reviewed the process of how the meeting would proceed under the Zoom meeting.

Approval of Minutes

Chair Gutierrez stated the minutes from the May 15, 2020 meeting were presented for approval.

Board Member Gumataotao moved, seconded by Board Member Johnson to approve the minutes of the May 15, 2020 meeting as presented.

Board polled as follows: Brauer, Gumataotao, Gutierrez, Guy, Johnson, McMurtray, Moreno, Oberoi, Sabeh, Somal, and Vera voted “aye.” Salem abstained.

BUSINESS Action Items

II a. 2020/2021 Workforce Budget

Chair Gutierrez read staff’s recommendation to accept \$800,000 from the State of California “Go Biz” Equity Acts Grant funds and authorize staff to develop a procurement and professional services contracts with workforce development service providers for said funds; authorize the carryover of unspent FY 2019-20 funds to contracted service providers for in FY 2020-21; approve the proposed budget; and direct staff to finalize the report and forward to the Oakland City Council for approval.

Staff Member Lindsay noted the City ran on a two-year budget cycle. She mentioned that federal law required OWDB adopt its own budget, while the Oakland City Charter stipulates that the budget must also be approved by the City Council. She explained that on May 22, 2020 the City released the mid-cycle budget for FY 2020-21. She advised that along with other state and local agencies across the country, the City was facing extraordinary budget challenges due to the public health emergency related to the Coronavirus outbreak. The FY 2020-21 baseline budget showed a significant shortfall in the General Purpose Fund as well as many other funds. She mentioned the California Employment Development Department (EDD) had released its planning budget estimates for the Adult, Dislocated Worker, and Youth Programs on May 14, 2020 and there was a slight increase of \$62,271 over the prior year’s allocation. She also advised that the OWDB recently accepted over \$1.3 million from EDD in COVID-19 related emergency assistance and job

support. She mentioned how departments across the City were asked to reduce general fund and staff temporarily reduces unallocated funding for workforce and vocational training (Fund 1010) in the amount of \$150,000. As the funds have not been programmed, there is minimal impact to existing services. Although there was a reduction in unallocated funding, there was a one-time general fund support for: Cypress Mandela in the amount of \$250, 000; as well as an increase of \$25,000 to the Day Laborer program for a total grant amount of \$220,000.

She mentioned the additional other revenues:

Cannabis Workforce Grant

On May 15, 2020, the Oakland Workforce Development Board accepted \$350,000 from the Bureau of Cannabis Control (BCC) to support to local cannabis equity programs that are either in operation or in development. In coordination with the Special Activity Permits Division, we will utilize available BCC funds, leveraged with existing workforce development funds to engage Oakland cannabis businesses on employment needs and develop workforce opportunities for equity applicants and licensees. BCC funding will also fund a Cannabis Equity Program Analyst position in the Workforce Development Board.

State of California “Go Biz” Equity Acts Grant

On June 18, 2020 the City Council approved state funding to facilitate grants and loans to equity operators to support businesses’ start-up and ongoing costs, loans to purchase properties that support multiple equity operators, and workforce development programs within the cannabis industry. \$800,000 was awarded directly to workforce programs. Go-Biz funds can assist with advancing workforce development opportunities in the cannabis industry for Oakland residents disproportionately impacted by the war on drugs. The cannabis industry offers a variety of employment options and growth opportunities that need to be further engaged and supported.

In coordination with the Department of Economic and Workforce Development, the Special Activity Permits Division will utilize available Go-Biz funds leveraged with existing workforce development funds to engage Oakland cannabis businesses on employment needs and develop cannabis-specific workforce opportunities for equity applicants and licensees. These cannabis workforce pilot projects can then serve as the basis for additional state grant applications to maintain or expand successful cannabis workforce programs. The OWDB will develop a procurement to identify service providers to deliver workforce activities in the cannabis industry.

Measure HH and Private Grant Funds

As part of the City Council's adopted FY 2017-2019 biennial budget, the OWDB was granted \$400,00 in one-time funding from Measure HH (sugar-sweetened beverage tax). The allocation for Summer was reduced to \$377,279. To offset this reduction, the OWDB has secured a \$25,000 grant from Bank of America and a \$35,000 grant from Kaiser. Additionally, \$155,607 was awarded from JP Morgan Chase for additional summer job opportunities. Approximately, \$62,721 in carry forward funds will be utilized to support the 2020 program.

West Oakland Job Resource Center (WOJRC)

The City Council authorized the use of Army Base billboard revenue to support the WOJRC and the budget appropriates \$346,347 to support the ongoing operations of the center. This is down \$8,990 from last year. The WOJRC supports job creation, hiring targets and workforce development polices of the City of Oakland Local Hire Ordinance and assists Oakland Army Base employers in fulfilling their local hiring goals.

Estimated Funds Remaining from FY 2019-2020

At this time, staff is recommending any FY 2019-20 contracted funds not fully spent by service providers by June 30, 2020 be authorized to carry over into FY 2020-21 to provide greater flexibility and responsiveness to meet emerging and rapidly changing needs and circumstances due to Covid-19 and related impacts. Staff will return to the OWDB with a report of any additional carryover funds as soon as these amounts are known, most likely in the Fall.

The board did not have any questions.

Board Member Salem moved, seconded by Board Member McMurtray to approve staff's recommendation for the FY 2020-2021 OWDB Budget.

Board polled as follows: Brauer, Gumataotao, Gutierrez, Guy, Johnson, McMurtray, Moreno, Oberoi, Sabeh, Salem, Somal, and Vera voted "aye." All ayes.

III a. Race and Equity Analysis

Chair Gutierrez stated Lazandra would provide the presentation.

Interim Workforce Development Board Executive Director Dial advised that at the February 6th OWDB meeting, the board adopted that all Oaklanders have economic security and equitable access to workforce development services. She stated since that time, the country had faced multiple pandemics. She mentioned that COVID-19 had brought to light health disparities that

exist and were built on systemic racism. She also mentioned that police brutality had brought to the forefront injustices that exist for black people in America. She mentioned that the City had a Department of Race and Equity (DRE) that was created by city ordinance in 2015. The DRE supports all City departments and decision makers to address systemic causes of inequities and remove barriers that restrict access to fair service from city government. She asked the Board if there was anything they would like to see included.

Board Member Somal thanked staff for the information and stated she wanted to review the material in more detail before making any recommendations.

Board Member Vera questioned staff what they felt the Board could address, since they were the involved at a deeper level.

Interim Workforce Development Board Executive Director Dial noted the biggest gap was implementing due to limited staffing/funding. She stated staff worked as closely as possible with the DRE.

Staff Member Walker stated the Workforce Board had strong community members and businesses and felt it would be good if the Board would bring up the race and equity topic in conversations, they had with other businesses they worked with.

Board Member Johnson asked if the LGBTQ community was included.

Interim Workforce Development Board Executive Director Dial advised that race was the focus, but other subjects/topics were included.

Board Member Vera stated she had been approached by another West Oakland business asking her how to diversify their workforce.

Interim Workforce Development Board Executive Director Dial noted they could be referred to the local career center to assist with that since they would have connections in that community.

Board Member Brauer asked if the board would see outcomes due to the race and equity program.

Interim Workforce Development Board Executive Director Dial stated staff was going to have to create a tool so that race would be included with future reports from the agencies staff was working with.

Kathy Cho Rothberg, CEO, Lao Family Community Development, Inc, stated the board and staff had done an excellent job in passing the budget and identifying dollars to be used. She reviewed how her agency was in their second year of their operational strategic plan. She noted race and equity were addressed in their program. She noted 10% of their population were re-entry workers.

Jae Maldonado, Unity Council, stated she would like the Board to keep in mind the LGBTQ especially regarding black transgender woman. She addressed bridging the education, skills gap, and identify school for not traditional skills.

PUBLIC FORUM

No speakers.

STAFF REPORTS

Interim Workforce Development Board Executive Director Dial the California Workforce Association (CWA) for WORKCON 2020 Conference was starting the next day and that she and Staff Member Walker would be making a presentation. She noted the subjects were related to COVID-19. She noted a race and equity group was created within the CWA and they had already held two meetings. She explained that staff was trying to work with the agencies in how to address how they would work with the limitations due to COVID-19. She explained how she was still trying to address the board vacancies as well as staff vacancies. She noted over 62,000 apply for unemployment in Oakland since the pandemic started.

Staff Member Walker addressed some of the issues related to COVID-19. She stated they were working with Highland Hospital to train respiratory therapists with money they had received from the state. She stated they were working with young people within the College of Alameda and Laney college to learn about PPE. She stated they were also working with the ??? which was an equity-based restaurant business. She stated there was funding that could assist with restaurants who were willing to assist front line workers with a sliding scale for meals.

Adjournment

There being no further business, the meeting was adjourned at 10:23 AM

Date and Time of Next Meeting

The next meeting will be held on Thursday, August 6, 2020 at 9:00 am.



ITEM # II.a.



To: Oakland Workforce Development Board
From: OWDB Staff
Date: November 5, 2020
Re: 2021-2024 Local/Regional Strategic Planning

RECOMMENDATION:

That the Workforce Development Board authorize staff to select and enter into a contract with a qualified entity to support and facilitate the local strategic planning process for 2021-2024.

BACKGROUND:

The Workforce Innovation Opportunity Act (WIOA) requires Local Workforce Development Boards to develop local and regional workforce plans for Program Year 2021-2024. Regional and local plans must be submitted to the California State Workforce Development Board no later than April 30, 2021.

Regional plans and partnerships required by WIOA function under California's State Plan as the primary mechanism for aligning educational and training provider services with regional industry sectors needs in California fourteen WIOA Regional Planning Units (RPUs). California state law requires coordination between the K-12, Community College, AND WIOA systems. It also requires the use of sector strategies as the operational framework for the state's workforce system.

The function of the local plan and partnerships is to facilitate access to workforce services at the local level. While regional plans and partnerships are focused on constructing a regional training and education structure that aligns with regional markets, individuals will access and experience this regional workforce architecture primarily through local service delivery efforts, principally those of WIOA partners operating in the America's Job center of California (AJCCs).

Under the State Plan, AJCCs continue to provide the full menu of One Stop services. The State Plan mandates a greater emphasis on treating AJCC's as an access point for education and training services for those who want and need them. Local plans and AJCC's Memorandum Of Understanding must provide more emphasis on coordinating and aligning program services across WIOA core programs to best service relevant client populations.

The Oakland WDB staff will conduct a procurement for a person or entity to develop the local plan by the due date. Staff will develop and issue a Request for Quotation (RFQ) per City of Oakland contracting and compliance policies and procedures.

The EastBay RPU Directors met to discuss development of the joint regional plan. The Contra Costa County Workforce Development (CCCWDB) has an existing contract with Glen Price Group. (GPG). GCG is a results-oriented consulting firm with extensive experience providing planning, facilitation, research, and fund development support to public agencies, nonprofit organizations, and philanthropic foundations. GPG has a history in the East Bay having worked with both the City of Richmond and the Contra Costa County Workforce Boards. Directors agreed to piggy back on the CCCWDB existing procurement for the regional plan development.

ATTACHMENT:

II.a.1. - Regional and Local Plan Guidance-Draft Directive

REGIONAL AND LOCAL PLANNING GUIDANCE PY 21-24

GENERAL INSTRUCTIONS

The attached Directive is being issued in draft to give the Workforce Development Community the opportunity to review and comment prior to final issuance.

Submit any comments by email or mail no later than **October 16, 2020**.

All comments received within the comment period will be considered before issuing the final Directive. Commenters will not be responded to individually. Rather, a summary of comments will be released with the final Directive.

Comments received after the specified due date will not be considered.

Email WIOAStatePlan@cwdb.ca.gov
Include "Draft Directive Comments" in the email subject line.

Mail California Workforce Development Board
CWDB Policy Unit
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

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

REGIONAL AND LOCAL PLANNING GUIDANCE FOR PY 21-24

EXECUTIVE SUMMARY

This policy provides the guidance and establishes the procedures regarding the preparation of Regional and Local Plans as required by the *Workforce Innovation and Opportunity Act* (WIOA). This policy applies to Local Workforce Development Boards (Local Board), and is effective on the date of issuance.

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

This policy supersedes Workforce Services Directive, *Regional and Local Planning Guidance for PY 2017-2020 (WSD16-07)*, dated September 16, 2016. Retain this Directive until further notice.

REFERENCES

- [Workforce Innovation and Opportunity Act \(PDF\) \(WIOA\)](#) (Public Law 113-128) Sections 106 – 108 and 121
- [Title 20 Code of Federal Regulations \(CFR\): WIOA; Notice of Proposed Rulemaking Final Rule](#) Section 679.200 through 679.580
- Training and Employment Notice (TEN) [21-16 \(PDF\)](#), *WIOA Regional and Local Planning and Local Board Responsibilities Questions and Answers* (December 5, 2016)
- [California Unemployment Insurance Code](#) (CUIC) Sections 14000 through 18012
- [California's Workforce Development Strategic Plan PY 2020-2023](#)
- Workforce Services Directive [WSD19-09 \(PDF\)](#), *Strategic Co-Enrollment – Unified Plan Partners* (February 12, 2020)
- [WSD19-13 \(PDF\)](#), *Selection of AJCC Operators and Career Services Providers* (June 8, 2020)
- [WSD18-12 \(PDF\)](#), *WIOA Memorandums of Understanding* (April 30, 2019)
- [WSD18-01 \(PDF\)](#), *Regional and Local Plans PY 17-21 Two Year Modifications* (July 27, 2018)
- [WSD17-07 \(PDF\)](#), *WIOA Youth Program Requirements* (January 16, 2018)

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

- [WSD17-01 \(PDF\)](#), *Nondiscrimination and Equal Opportunity Procedures* (August 1, 2017)
- [WSD16-04 \(PDF\)](#), *Rapid Response and Layoff Aversion Activities* (July 22, 2016)
- [WSD15-14 \(PDF\)](#), *WIOA Adult Program Priority of Service* (January 22, 2016)
- Workforce Services Information Notice [WSIN19-26 \(PDF\)](#), *Local Board Review of the WIOA Title II AEFLA Applications* (April 20, 2020)

BACKGROUND

Overview of State Plan, Regional Plans, and Local Plans

The California Unified Strategic Workforce Development Plan (State Plan) is an overarching state policy document that provides a conceptual outline for Local Boards and their partners as they jointly develop Regional and Local Plans. The State Plan policy objectives, developed in collaboration with WIOA partners and Local Boards, drive towards the shared vision of creating a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service-delivery.

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

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

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

Changing Economic Landscape

The onset of the COVID-19 pandemic in early 2020 changed the economic landscape globally for millions of workers and employers. The California unemployment rate soared past 16 percent as shelter-in-place orders shuttered large and small businesses throughout the state. Employers that were deemed essential adjusted their business operations to respond to changes in consumer demand and to adhere to updated health protocols to protect staff and the public from further spread of the virus.

The effects of the public health crisis, the ensuing economic uncertainty, and continuing challenge of reopening businesses and industries impacted by the upheaval will likely take years to fully comprehend. The California Workforce Development Board (CWDB) recognizes that Regional and Local plans will be developed during a changing and unprecedented economic and workforce climate and encourage Local Boards to supplement data sources with local experiences, where appropriate.

POLICY AND PROCEDURES

Regional Plans

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

Analytical Overview of the Region

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

Workforce and Economic Analysis

The Regional Plan represents the big picture of a region's economy and workforce environment with a focus on collaborative strategies to be implemented across multiple Local Workforce Development Areas (Local Area) to attain regional goals and objectives. This should start with a meaningful and rich analysis that provides insight in to the current and future needs of employers and job seekers in the region. The data in this analysis should then be used as a foundation for informing the rest of the plan.

The Regional Plan should do the following:

- Provide an analysis of the industries and occupations for which there is existing demand.
- Provide an analysis of the industries and occupations for which demand is emerging.
- Provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.
- Provide an analysis of current employment and unemployment data, including labor force participation rates, and trends in the region.

- Provide an analysis of key labor market trends, including across existing industries and occupations.
- Provide an analysis of the educational and skill levels of the workforce.

Using Key Indicators to Measure Progress

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

In an effort to further refine how progress is evaluated, the number of indicators has been narrowed to focus on four specific elements. As a part of their Regional Plans, RPUs will be asked to set numerical goals related to the four key indicators and include an explanation of how the RPUs arrived at each goal. The explanation should include a numerical benchmark of where the RPU is currently in relation to the goal as well as how the analysis and information outlined in the Regional Plans was used to determine the goal.

This reformatted approach will assist the CWDB and RPUs to work collaboratively during the four year Regional Plan timeframe to: refine determinants for concrete measurable outcomes, define a uniform methodology that factors the unique needs and composition of each RPU, and plan for continuing technical assistance to achieve success.

RPUs will not be penalized for not meeting the goals set in the 2021-2024 Regional Plans. Furthermore, RPUs are encouraged to use the public comment process to provide feedback and input on the proposed outcome measures identified below.

Fostering Demand-Driven Skills Attainment

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

Regional Sector Pathways

Regional sector pathway programs are career pathway programs that result in the attainment of industry-valued and recognized postsecondary credentials. Credentials are both portable and aligned with regional workforce needs. Regional Plans should be used to cultivate partnerships to promote the expansion of employer engagement and recruitment as well as coordination between the education and workforce development systems.

The Regional Plan should do the following:

- Describe how the RPU and regional partners will expand or develop and implement sector initiatives for in-demand industry sectors or occupations for the region.
- ***Describe how the RPU and regional partners will increase participant access to training and education programs that align with regional labor market dynamics.***
- ***Describe how the RPU and regional partners will ensure the training and education programs identified above lead to post-secondary credentials that are industry-recognized certificate or certification, portable, and stackable.***
- ***Describe how the RPU will work with the Department of Industrial Relations Division of Apprenticeship Standards to improve program alignment and expand pre-apprenticeship and apprenticeship opportunities in the region.***

Outcome Measure A

Using the workforce and economic analysis, including the sectors and occupations emphasized, estimate a goal for advancing workforce system participant employment growth and job placement. Provide a specific numeric value or percentage increase (not a range) and describe how the analysis was used to determine the goal. The numeric goal can include individuals served within the region by any federal, state, or local funding source.

Working with Regional and Local Plan partners, over the four-year period of PY 21-24:

- ***How many individuals will be placed in jobs that align with the sectors and occupations emphasized in the Regional Plan?***

Enabling Upward Mobility for All Californians

This section of the Regional Plan aligns with the key indicator of the region's policies for supporting equity and strives to improve job quality as well as shared target populations of emphasis. This means that workforce and education programs should be accessible for all Californians, especially populations who experience barriers to employment, making sure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.

High Road Workforce System

California's vision for the future of workforce development is centered on the establishment and growth of a High Road workforce system that is focused on meaningful industry engagement and placement of Californians in quality jobs that provide economic security. Regional Plans should serve as a blueprint for regional efforts to advance work with employers who offer jobs with good wages and benefits, support ongoing skills training and employee development, good working conditions (including paid sick days, paid family leave, and paid medical or short-term disability leave), and adequate hours with predictable schedules that enable employees to meet their family caregiving commitments.

The Regional Plan should address the following:

- ***Describe how the RPU will prioritize working with employers who provide quality jobs that provide economic security through family sustaining wages and comprehensive benefits.***
- ***Describe how the RPU will implement incumbent worker training strategies to ensure progression along career pathways.***

Outcome Measure B

Using the workforce and economic analysis, including the sectors and occupations emphasized, estimate goals for reskilling, upskilling, and educational attainment. Provide a specific numeric value or percentage increase (not a range) and describe how the analysis was used to determine the goal. The numeric goal can include individuals served within the region by any federal, state, or local funding source.

Working with Regional and Local Plan partners, over the four-year period of PY 21-24:

- ***How many individuals will complete training aligned with the sectors and occupations emphasized in the Regional Plan?***
- ***How many individuals will attain industry recognized credentials aligned with the sectors and occupations emphasized in the Regional Plan?***

Equity and Economic Justice

California believes that diversity is a strength, and advancing equity is an economic and moral imperative. To that end, the workforce system should ensure the provision of workforce and education services that recognize historically unserved or underserved communities, including: BIPOC (Black, Indigenous, persons of color), Latinx, immigrants, refugees, people with disabilities, LGBTQ (lesbian, gay, bisexual, transgender, and queer), and others who experience systemic barriers in the labor force. Advancing equity within the workforce and education system and ensuring greater opportunity for upward mobility for all Californians is vital to repairing and sustaining a healthy economy.

The CWDB recognizes that many individuals may need multiple interventions and access to a variety of services provided over an extended period of time in order to find and enter a quality job. Therefore, CWDB wants to support and encourage RPUs and Local Boards to invest in longer-term approaches when serving individuals who experience barriers to employment.

While the majority of services are delivered at the local level, the establishment of career pipelines at the regional level allows RPUs to work directly with regional employers and partners in order to remove barriers and address structural issues that can prevent historically unserved and underserved communities from accessing those opportunities.

The Regional Plan should address the following:

- ***Describe how the RPU and regional partners will work with employers and training providers to ensure that historically unserved and underserved communities have equal access to the regional sector pathways, earn and learn opportunities, and other longer term approaches identified by the RPU.***
- ***Describe how the RPU and regional partners will work with employers and training providers to ensure that historically unserved and underserved communities are able to access all appropriate interventions, including a range of supportive services, to ensure successful completion of the regional sector pathways, earn and learn opportunities, and other longer term approaches identified by the RPU.***

Outcome Measure C

Using the workforce and economic analysis, including the sectors and occupations emphasized, estimate anticipated progress toward upward mobility, economic security, job quality, and economic self-sufficiency for broader workforce system participants. Provide a proposed method of measurement, a numeric value or percentage, and describe how the analysis was used to determine the goal. The numeric goal can include individuals served within the region by any federal, state, or local funding source.

Working with Regional and Local Plan partners, over the four-year period of PY 21-24:

- ***How does the RPU propose to measure efforts to get workforce program participants on a path to the middle class?***
- ***Using the above measurement, how many individuals will be placed on a path to the middle class?***

Regions may wish to consider the following approaches:

- Measuring wage gain in real and/or percentage terms for workforce system participants.
- Measuring attainment of regional living wages by program participants who were not economically secure or self-sufficient prior to program participation.
- Policies supporting career planning and use of work supports/benefits to assure wage progression.
- Job quality policies and education for business.
- Measuring movement up and across income quintiles for workforce program participants.

Aligning, Coordinating, and Integrating Programs and Services

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

System Alignment

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

The Regional Plan should address the following:

- Describe administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region.
- Describe regional service strategies, including use of cooperative service delivery agreements or Memorandums of Understanding.
- Describe the coordination of services with regional economic development services and providers.
- Describe the coordination of supportive services such as transportation, child care, housing, etc.
- Describe how the planning region will collectively negotiate and reach agreement with on local levels of performance for, and report on, the performance accountability measures described in WIOA Section 116(c).

Local Plans

The Local Plan demonstrates operational alignment with the strategic objectives of the respective Regional Plans, drives coordination with local partners, and highlights key service-delivery strategies. In this regard, it is typically at the local level where service delivery will be integrated, resources will be braided, and supports will be provided to participants through workforce system partners.

Recognizing the need for flexibility to determine the nature, scope, and depth of partnerships based on local and regional needs and priorities, Local Boards should use the planning process as a tool for building upon and furthering existing partnerships that were established under the previous Local and Regional planning and modification processes. This includes partnerships with the WIOA core and required program partners identified under WIOA Section 121. This also includes the Cal Fresh Employment & Training (E&T), Child Support Services, Competitive Integrated Employment, and English Language Learners, the Foreign Born and Refugees partnerships established in *Regional and Local Plans PY 17-21 – Two Year Modifications (WSD18-01) (PDF)*.

Local Overview

This section of the Local Plan should provide an overview and analysis of the workforce development and education programs and services that are available within the Local Area through the Local Board and its partners. Using the needs of the local community as a basis, Local Boards should provide an analysis of areas where the local workforce system is strong in

meeting the needs of job seekers, especially those with barriers to employment, and employers. Local Boards should also identify opportunities for the local workforce system to improve its ability to meet the workforce and education needs of their community.

The Local Plan should address the following:

- The workforce development activities, including education and training, in the Local Area. This should include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.

Strategic Vision

This section of the Local Plan should outline the Local Board's strategic vision for the local workforce system over the next four years. As was outlined in the Regional Plan guidance, advancing equity within the workforce and education systems and ensuring greater opportunity and upward mobility for all Californians, are vital to repairing and sustaining a healthy economy.

The Local Plan should address the following:

- The Local Board's strategic vision to support economic growth and economic self-sufficiency over the next four years. This should include the Local Board's service-delivery strategies for ensuring equitable access to the regional sector pathways and industry recognized post-secondary credentials identified in your respective Regional Plan.

Core Program Partner Coordination

This section of the Local Plan should address local coordination with the WIOA core program partners over the next four years. Under WIOA, the ultimate vision is for the core programs to partner and operate as a unified system, assessing strategic needs and aligning them with service strategies to meet needs of workers and employers.

The Local Plan should address the following:

- How the Local Board will coordinate with adult education and literacy activities established under WIOA Title II. This should include how the Local Board will participate in the review of local applications for adult education providers as outlined in *Local Board Review of the WIOA Title II AEFLA Applications (WSIN19-34) (PDF)*
- How the Local Board will coordinate with employment services established under WIOA Title III. This should include how the Local Board will maximize coordination and avoid duplication of Wagner-Peyser Act services.
- ***How the Local Board will coordinate with vocational rehabilitation programs established under WIOA Title IV. This should include coordinating case management and aligning service delivery.***

AJCC System Partner Coordination

This section of the Local Plan should address how AJCC partners will work together to define roles, facilitate access to services and resources, and establish agreement for ongoing coordination and collaboration over the next four years. Recognizing that the workforce system is broader than just the core programs established under WIOA, AJCCs provide an opportunity to connect customers with the full range of services available in their communities. This includes education and training services as well as other wrap-around, supportive and supplementary services that are critical to ensuring the successful placement and retention of quality jobs.

The Local Plan should address the following:

- The roles and resource contributions of Local Boards and AJCC partners identified in the Memorandums of Understanding, as outlined in *WIOA Memorandums of Understanding (WSD18-12) (PDF)*.
- How the Local Board and AJCC partners will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers.
- How the Local Board and AJCC partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.
- How the Local Board and AJCC partners will coordinate relevant secondary and postsecondary education programs and activities, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006, to coordinate strategies, enhance services, and avoid duplication of services.
- How the Local Board and AJCC partners will coordinate workforce development programs and economic development activities as well as promote entrepreneurial skills training and microenterprise services.
- How the Local Board and AJCC partners will implement and transition to an integrated, technology-enabled intake and case management information system for programs carried out under this act and programs carried out by one-stop partners. This should include efforts related to co-enrollment as outlined in *Strategic Co-Enrollment – Unified Plan Partners (WSD19-09) (PDF)*.
- How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.
- How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. This includes providing staff training and support for addressing the needs of individuals with disabilities as outlined in *Nondiscrimination and Equal Opportunity Procedures (WSD17-01) (PDF)*.
- ***How the Local Board will work with WIOA Section 166 grantees to provide Indian and Native Americans equal access to AJCC services.***

- ***How the Local Board will work with WIOA Section 167 grantees to provide eligible Migrant and Seasonal Farmworkers equal access to AJCC services.***

State Strategic Partner Coordination

This section of the Local Plan should address how Local Boards will continue to grow the strategic partnerships established under the previous Local Plan modification guidance. When Local Boards conducted their two-year modification of the PY 2015-2020 Local Plans, they were asked to establish new partnerships with strategic partners included in the State Plan. Local Boards should explain the progress made in those partnerships since the modifications were complete as well as their plan to continue the partnerships over the next four years.

The Local Plan should address the following:

- ***How the Local Board will coordinate with County Health and Human Services Agencies and other local CalFresh E&T partners such as community based organizations (CBO) and community colleges to serve their local CalFresh populations.***
- ***How the Local Board will coordinate with Local Child Support Agencies and partner CBOs to serve their local non-custodial parent population.***
- ***How the Local Board will coordinate with Local Partnership Agreement partners established in alignment with the Competitive Integrated Employment Blueprint to improve services for jobseekers with Intellectual Disabilities and Developmental Disabilities.***
- ***How the Local Board will coordinate with local partners, including CBOs, to improve service delivery to individuals who are English language learners, foreign born and/or refugees.***

Title I Services

This section of the Local Plan should address the services and activities established for Local Boards under WIOA Title I, including the provision of adult, dislocated workers, and youth services.

The Local Plan should address the following:

- A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.
- How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities as outlined in *Rapid Response and Layoff Aversion Activities* ([WSD16-04](#)) (PDF).
- A description and assessment of the type and availability of youth workforce investment activities in the Local Area as outlined in *WIOA Youth Program Requirements* ([WSD17-07](#)) (PDF). This should include activities for youth with disabilities. This should also include strategies that have been implemented or are planned to be implemented to increase the digital literacy and fluency of youth participants.

- How training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. This should include if contracts for training services will be used, and if so, how the use of such contracts will be coordinated with the use of individual training accounts. This should also include how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.
- How the Local Board will ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient as outlined in *WIOA Adult Program Priority of Service (WSD15-14) (PDF)*.
- How the Local Board will coordinate workforce and education activities with the provision of appropriate supportive services.

Title I Administration

This section of the Local Plan should address the various administrative requirements established for Local Boards under WIOA Title I.

The Local Plan should address the following:

- The entity responsible for the disbursement of grant funds as determined by the chief elected official or the Governor.
- The competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.
- ***Indicate whether the Local Board internally fulfills or contracts out the duties of the AJCC Operator and/or the Career Services Provider as outlined in Selection of AJCC Operators and Career Services Providers (WSD19-13) (PDF). This should include the name(s) and role(s) of any entities that the Local Board contracts with.***
- Copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements between the Local Board and the local office of a designated State agency or designated State unit administering programs carried out under Title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities.

Staff Training and Capacity Building

This section of the Local Plan should describe strategies for staff preparation, training, and ongoing professional development to effectively respond to multifaceted participant needs. Local Boards are encouraged to work with WIOA core, required, and strategic partners to identify available training, participate in joint-trainings, and share resources and best practices, when appropriate.

The Local Plan should address the following:

- ***Describe training and/or professional development that will be provided for frontline staff for targeted sectors and promoting job quality.***
- ***Describe training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of multi-faceted experiences of trauma-exposed populations.***
- ***Describe training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.***
- ***Describe training that will be provided to frontline staff on common case management or co-enrollment strategies. This should include if partners were involved in the delivery of training.***

Stakeholder and Community Engagement

Development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community based organizations as well as WIOA core, required, and strategic program partners. This will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

Stakeholders participating in the planning processes should include, but are not limited to, employers, labor organizations, education partners, human services and housing partners as well as community based organizations that provide services to target populations such as: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the Stakeholder and Community Engagement Summary Template (Attachment 2), RPUs and Local Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

A list of potential Regional and Local Planning Partners (Attachment 3) was included as a tool to assist with identifying stakeholders for the planning process. If RPUs or Local Boards are unable to identify a regional or local contact, additional technical assistance is available by emailing: WIOAStatePlan@cwdb.ca.gov.

Public Meetings and Public Comment

Local Boards are subject to the open meeting requirements of the Ralph M. Brown Act. The intent of the law is to ensure that meetings are properly noticed, agendas are made available and that the public has an opportunity to provide comment on local policy and operations.

Shelter-in-place requirements or other restrictions related to in-person public meetings may affect how Local Areas conduct community engagement. Local Boards should comply with all applicable state and local requirements and should describe all alternate methods that were utilized to meet open meeting requirements.

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

Accessibility and Inclusivity

In accordance with WIOA Section 188, public meetings and publicly disbursed information pertaining to Regional and Local Plan content must be made fully accessible to individuals with disabilities as well as to individuals who require additional language options. The following guide can assist in preparing accessible documents: [Seven Steps to Creating an Accessible Microsoft Word document \(PDF\)](#). Reasonable accommodations and alternate formats or languages must be provided upon request to ensure an opportunity for full and equal participation in the planning process.

Regional and Local Plan Format

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

Regional Plan

1. Cover Page
 - a. Name of RPU
 - b. Name of each Local Board in RPU
2. Regional Plan Content
 - a. Analytical Overview of the Region
 - b. Fostering Demand-Driven Skills Attainment
 - Outcome Measure A: Workforce system participant employment growth and job placement goals
 - c. Enabling Upward Mobility for All Californians
 - Outcome Measure B: Reskilling, upskilling, and educational attainment goals
 - Outcome Measure C: Upward mobility, economic security, job quality, and economic self-sufficiency goals
 - d. Aligning, Coordinating, and Integrating Programs and Services
3. Appendix:
 - a. Stakeholder and Community Engagement Summary
 - b. Public comments received that disagree with the Regional Plan
 - c. Signature Page

Overnight Mail
Hand Delivery

California Workforce Development Board
CWDB Policy Unit
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

ACTION

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

INQUIRIES

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

/s/ JAIME L. GUTIERREZ, Chief
Central Office Workforce Services Division

Attachments are available on the internet:

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



ITEM # III.a.



To: Oakland Workforce Development Board
From: OWDB Staff
Date: November 5, 2020
Re: Oakland Economic Recovery Advisory Council

BACKGROUND:

In response to the COVID-19 pandemic, Mayor Libby Schaaf and Vice Mayor and Chair of the City Council Community and Economic Development Committee Larry Reid convened Oakland community and business leaders to participate in the Oakland Economic Recovery Advisory Council.

The Advisory Council was facilitated by Michael McAfee from Policy Link and Micah Weinberg of California Forward, in partnership with Jose Corona, Eat. Learn. Play Foundation; Barbara Leslie, Oakland Metropolitan Chamber of Commerce; and James Head, East Bay Community Foundation.

Research support was provided by Mills College and the Bay Area Council Economic Institute. The Advisory Council consists of representatives from business, non-profit, and intergovernmental partners representing key sectors, as well as staff from City departments.

Since its convening in May, the Advisory Council has helped the City through fast-paced administrative changes. It has elevated the urgent needs of Oakland workers, undocumented families, and businesses forced to close, and showed the City where regulations are having unequal impacts. As the crisis continues into its sixth month, the original slate of stimulus programs and unemployment benefits have ended, and businesses and jobs are becoming harder to restore. There is an urgent need to sustain and rescue the businesses that are still here. Recovery begins with relief.

Five Focus Areas

- Financial Support
- Health and Safety Guidance
- Safety Net Assistance
- Leadership
- Business Capacity

DISCUSSION:

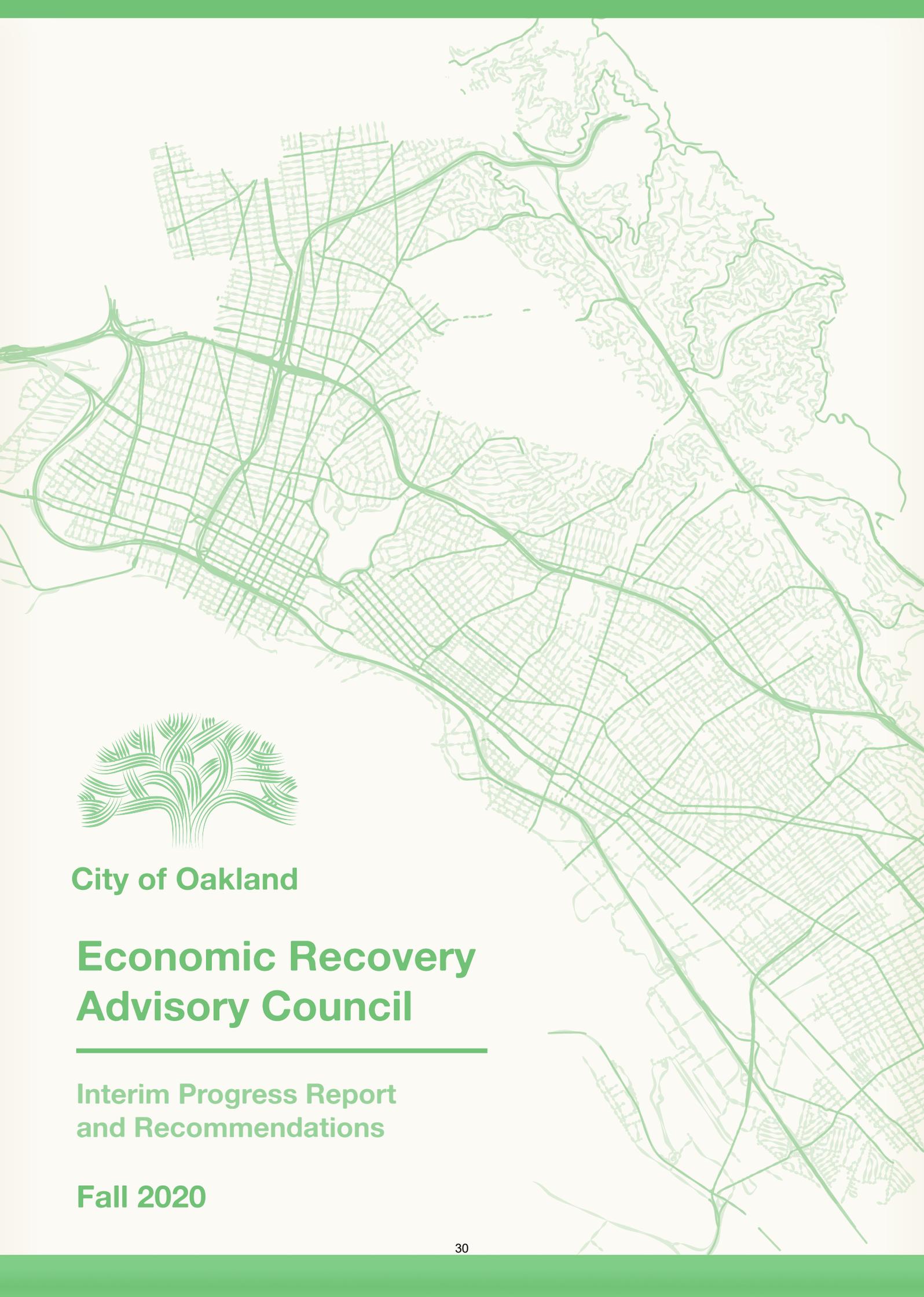
What is the role of the Oakland Workforce Development Board in the economic recovery?

How might the Oakland Workforce Development Board align its work with the Economic Recovery Advisory Council's recommendations?

What are you doing or plan to do in your respective areas to advance an equitable response and recovery?

ATTACHMENTS:

III.a.1. – City of Oakland Economic Recovery Advisory Council Report



City of Oakland

Economic Recovery Advisory Council

**Interim Progress Report
and Recommendations**

Fall 2020

Contents

1

INTRODUCTION

Understanding the current need and the Advisory Council's core mission

2

ROSTER

Summary of working group structure and Advisory Council members

4

DATA & EQUITY

Disparity data to inform equity goals



RECOMMENDATIONS

The Advisory Council's recommendations for recovery, identified within **five** focus areas:

6

Financial Support

Provide financial support for small businesses and targeted funds for BIPOC business owners

10

Leadership

Empower the community to drive development

12

Health & Safety Guidance

Create and distribute consistent, culturally competent reopening guidance and PPE

14

Business Capacity Building

Build business resilience through technical support

20

Safety Net Assistance

Guaranteed income, individual support for workers and home-based entrepreneurs

Introduction

In response to the COVID-19 pandemic, Mayor Libby Schaaf and Vice Mayor and Chair of the City Council Community and Economic Development Committee Larry Reid convened Oakland community and business leaders to participate in the Oakland Economic Recovery Advisory Council.

The Advisory Council is facilitated by Michael McAfee from PolicyLink and Micah Weinberg of California Forward, in partnership with Jose Corona, Eat. Learn. Play Foundation; Barbara Leslie, Oakland Metropolitan Chamber of Commerce; and James Head, East Bay Community Foundation. Research support is provided by Mills College and the Bay Area Council Economic Institute. The Advisory Council consists of representatives from business, non-profit, and intergovernmental partners representing key sectors, as well as staff from City departments.

Since its convening in May, the Advisory Council has helped the City through fast-paced administrative changes. It has elevated the urgent needs of Oakland workers, undocumented families, and businesses forced to close, and showed the City where regulations are having unequal impacts. As the crisis continues into its sixth month, the original slate of stimulus programs and unemployment benefits have ended, and businesses and jobs are becoming harder to restore. There is an urgent need to sustain and rescue the businesses that are still here. Recovery begins with relief.

Advisory Council Roster

The Advisory Council is giving immediate recommendations to local policymakers to support Oakland workers and help Oakland's businesses and nonprofits reopen safely, informed by State and County Orders to ensure public health. Members collaborate to explore solutions for how Oakland can rebuild its economy centered on equity. We lead with race and other known biases and disparities to identify actions that both local policymakers and private sector leaders can take to ensure Oakland's economic recovery is just and equitable for the long term.

WORKING GROUP OVERVIEW



Health and Safety

Prioritizing safe and healthy workplaces and public spaces, including information and personal protective equipment (PPE) distribution, signage, assisting businesses with Site-Specific Protection Plans, safe Flex Streets designs, and online marketplaces.



Business Support and Equity

Focusing on both the immediate survival needs of Oakland businesses and a long-term recovery that removes the additional barriers faced by Black, Latinx, Native, Asian and other POC business owners.



Phase IV Businesses, Workers, and Cultural Organizations

Maintaining Oakland's cultural organizations and other businesses and their workers who are categorized as Phase IV, the State's final phase of reopening—the group that will wait the longest for a return to regular operations and may need to change most to survive.

ADVISORY COUNCIL MEMBERS

Advisors

Amber Curley
Native American Health Center/
Indigenous Red Market

Andreas Cluver
Alameda County Building Trades

Ari Takata-Vasquez
Oakland Indie Alliance

Carolyn Johnson
Black Cultural Zone

Chris Iglesias
Unity Council

Chris Pastena
Chop Bar; Tribune Tavern; Calavera

Claudia Arroyo
Prospera

David Jackson
Evolve
(formerly Oakland Impact Hub)

Darcelle Lahr
Mills College

Debra Gore-Mann
The Greenlining Institute

Egon Terplan
California Governor's Office

Jay Banfield
All Home

Jennifer Tran
Vietnamese Chamber of Commerce

Jeff Bellisario
Bay Area Council Economic Institute

Jessica Chen
Chinatown Chamber of Commerce

Joe Partida
Latino Chamber of Commerce

John Brauer
California Labor Federation

Josh Simon
EBALDC

Julina Bonilla
Port of Oakland

Kat Taylor
Beneficial State Bank

Kate O'Hara
EBASE

Kellie McElhaney
UC Berkeley

Liz Ortega
Alameda County Labor Council

Mark Everton
Visit Oakland

Michael Bush
Great Place to Work

Robert Ogilvie
SPUR

Robin Raveneau
Oakland Private Industry Council

Saru Jayaraman
One Fair Wage

Savlan Hauser
Oakland BID Alliance

Shonda Scott
African American Chamber of
Commerce

Susan Muranishi
County of Alameda

Yvette Radford
Kaiser Permanente

Business Sector Reps

Ahmed Ali Bob | Tech/Fintech
Square

Ali Obad | Local Groceries
ShopRite

Angela Tsay | Retail
Oaklandish

Archie Nagraj | Performing Arts
Destiny Arts Center

Atticus Wolf | Makers
Moxy

Greg Feldman | Security
Allied Universal

Jason Dreisbach | Transport &
Logistics
Dreisbach Enterprise

Jean Marie Durant | Visual Arts
Oakland Art Murmur

Jim Macksood | Healthcare
SutterHealth

Ke Norman | Nail Salon & Beauty
Nailphoria Day Spa

Lea Redmond | Restaurant
Oeste

Linda Grant | Small Business
Restuarant Pop-up & Cannabis
Entrepreneur

Lydia Tan | Sports
Oakland A's

Lynn Vera | Manufacturing
Mettler-Toledo Rainin

Maria Alderete | Bars & Restaurants
Luka's Tap Room

Mieko Hatano | Cultural Arts
Oakland Symphony

Patrick Hayes | Large Employer
Clorox

Regina Davis | Real Estate
Development
SUDA

Stephen Baiter | Regional Economy
East Bay Economic Development
Alliance

Trevor Parham | Co-working/
Workspace
Oakstop

Yusef Wright | Barbers & Hairstylists
Benny Adem Grooming Parlor

Data & Equity

Identifying & addressing longstanding systemic failures

While the work of Advisory Council has underscored the urgent need for short-term solutions to help businesses reopen safely, the discussion has also raised longer-term ideas for systemic change to help Oakland rebuild a more equitable economy and avoid returning to “business as usual.” These themes are reflected throughout the recommendations.

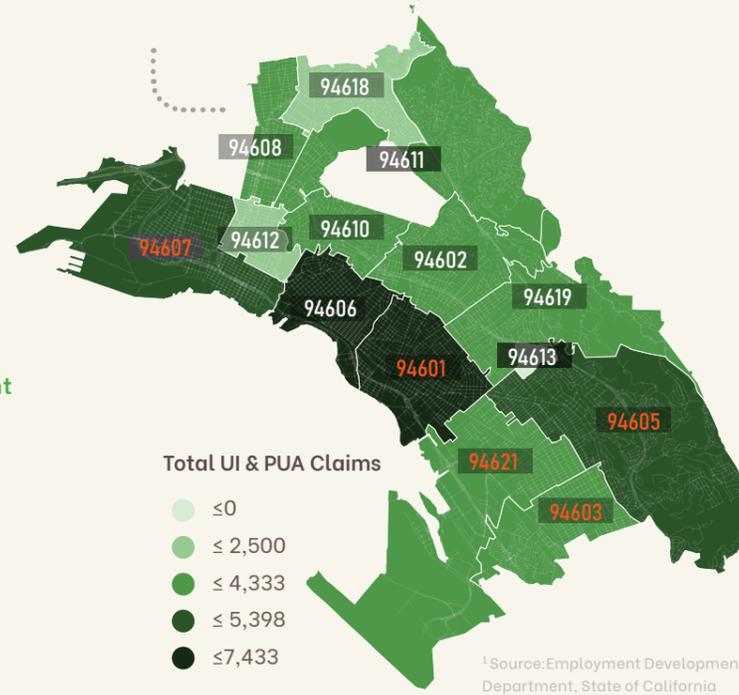
1 Regulate Conscientiously and Thoughtfully

There is an ecosystem of micro-enterprises that regulations do not effectively reach. In the current crisis, connecting with those businesses is more important than ever. Government should look at the cumulative impacts of layers of regulation on businesses and workers across City departments and between levels of government (City, County, State) to align goals and outcomes. This coordination is essential to manage consistent health and safety messaging and build public faith in government.

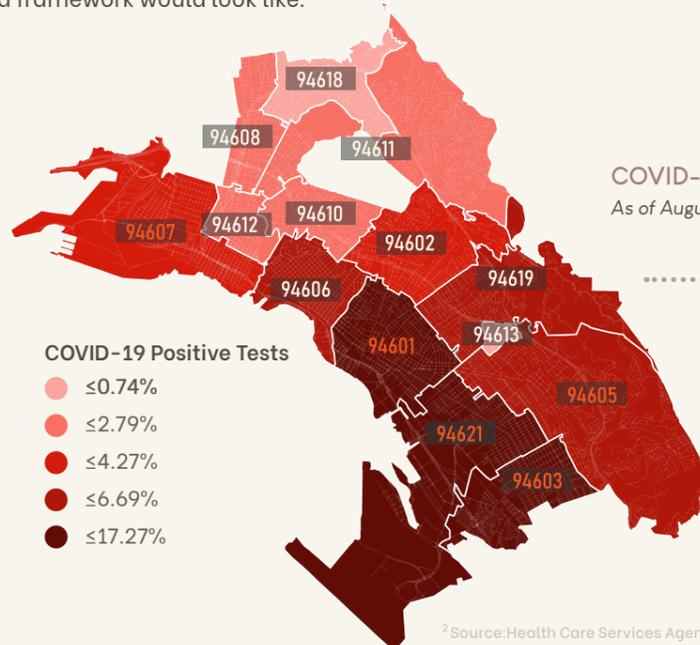
2 Empower the Community to Drive Development

Current community-led initiatives in response to the crisis have knit together smaller local efforts to increase their impact – we should learn from this model and imagine what government support for such a framework would look like.

Unemployment Insurance (UI) and Pandemic Unemployment Assistance (PUA) Claims Received^{1*}
Between March 22 - May 9, 2020



COVID-19 Positive Case Ratio^{2*}
As of August 15, 2020



Zip code	% of jobs with limited ability to work remotely	COVID-19 rates per 100,000 people
94601	66.72%	1,971.7
94621	69%	1,845.3
94603	70.8%	1,870.9
Citywide Average	58%	735.3

*Zip codes highlighted in red are areas with the highest unemployment rates.

3 Name the Disparities and Gather Quantitative and Qualitative Data to Understand Root Causes

Government should invest resources in gathering real time qualitative and quantitative race and ethnicity data related to this crisis and use the Racial Equity Analysis methodology to center those who are most impacted to effectively target recovery policies.

4 Recognize that Government Cannot Solve these Problems Alone

We must all understand the role of the private sector and philanthropy in this recovery and work to provide culturally competent financial and legal pro bono work to build the capacity of smaller organizations within the community.

Percentage Change in Monthly Total BART Station Entries
June 2019 vs June 2020

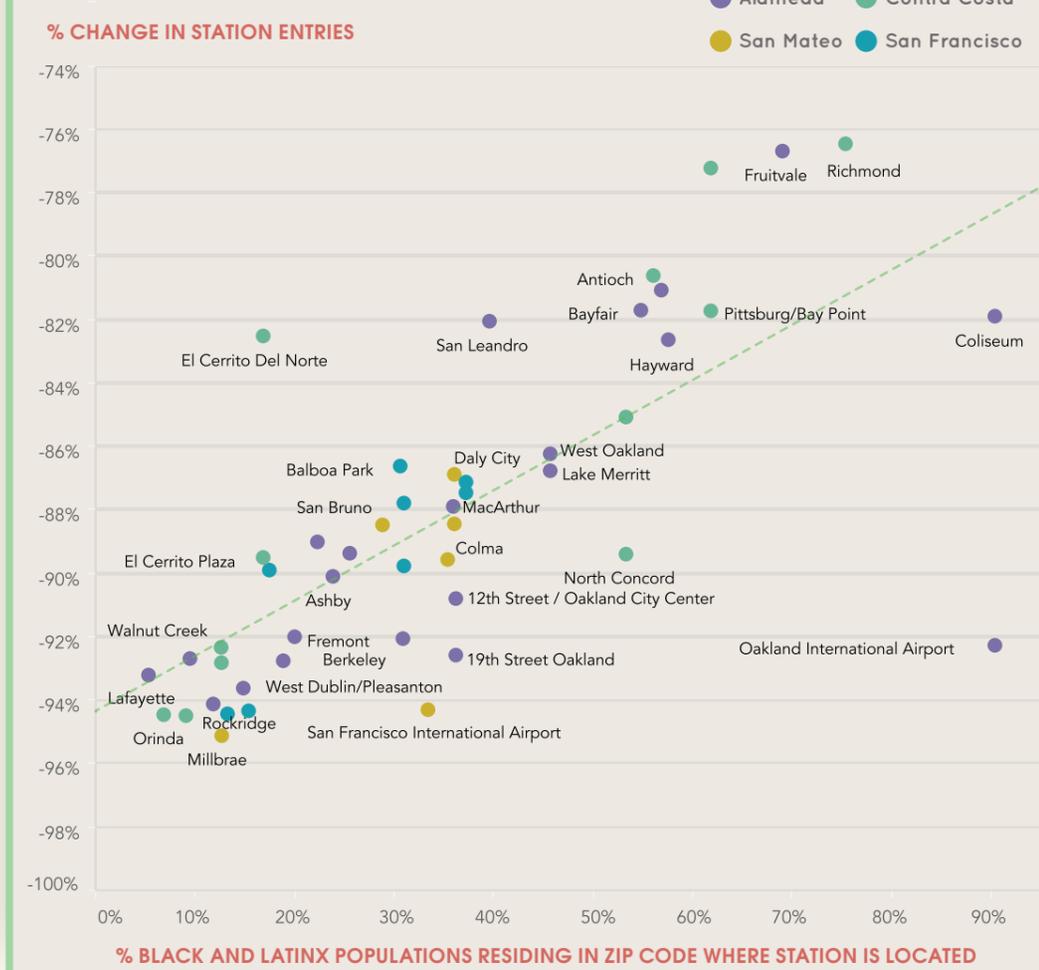
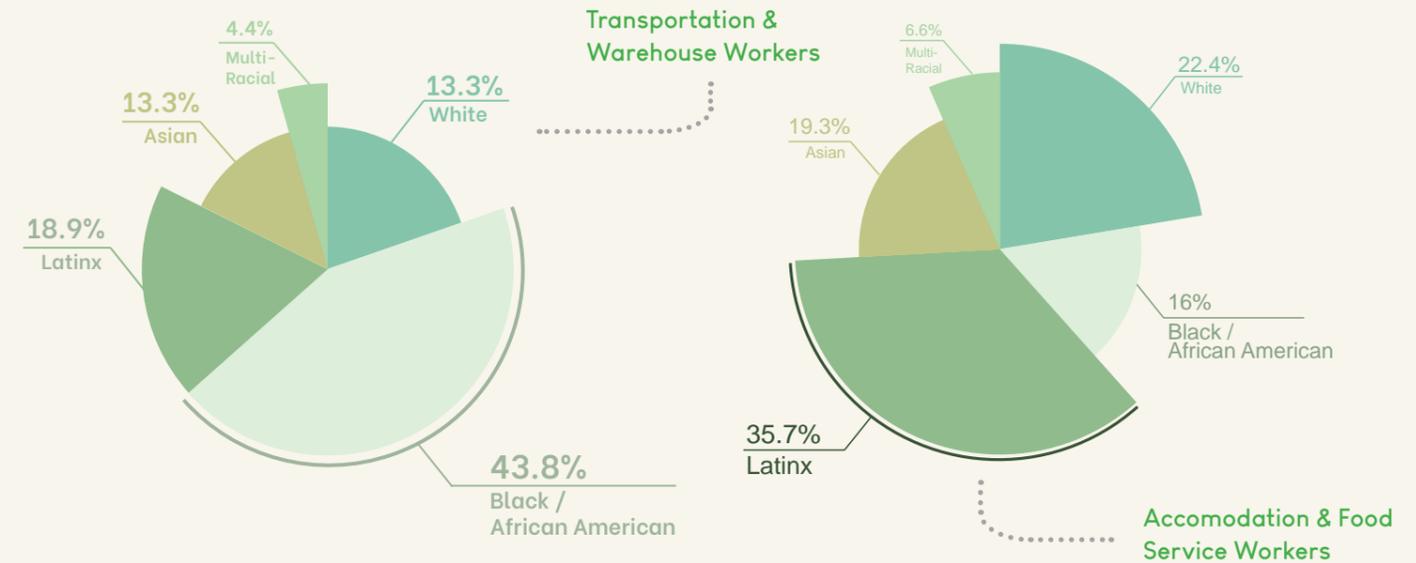


Chart excerpt from [Racial Disparities in BART Usage During COVID-19 Pandemic](#) (Bay Area Council Economic Institute)

Oakland's Workforce by Sector:
Racial & Ethnic Breakdown³





1.1

SUPPORT THE URGENT NEED FOR COMMERCIAL LEASE NEGOTIATIONS

Small businesses that have been closed or partially closed since March cannot keep to the terms of pre-pandemic leases. Many Oakland emerging small businesses that were not yet profitable have already gone out of business due to the crisis and inability to pay commercial rent. While some small businesses have worked with their landlords to create flexible arrangements to continue operations, many others have not, or their landlords are unwilling or unable to make modifications.



ACTIONS COMPLETED

COMMERCIAL EVICTION MORATORIUM EXTENSION

On March 27, 2020, the Oakland City Council passed a [moratorium on commercial and residential evictions](#), which was extended on July 21, 2020. The commercial eviction provision will align with the Governor's Executive Order (currently set to expire on September 30, 2020) or any extensions.

Chart excerpt from [Presentation to Advisory Council by Michael C. Bush](#), (CEO, Great Place to Work)

COMMERCIAL RENT CONVENING

The Advisory Council has convened small business owners, property owners, and investors on restructuring leases. The Advisory Council recommends that landlords work with businesses to develop terms that include a combination of forgiveness, deferral, and elimination of fixed monthly payments, replaced by percent of sales. Some members of the group have already successfully negotiated these arrangements for 2020. In some cases, the lease term has been extended to accommodate the deferrals with quarterly review to allow for real time adjustments.

NEXT STEPS →



CITY GOVERNMENT



STATE & REGIONAL GOVERNMENT

- Disburse CARES Act funding for small businesses, with a focus on businesses in low-income census tracts, to help with fixed costs, such as rent
- Partner with a nonprofit organization to provide tenant-landlord workshops and subsidized representation for small businesses who need support negotiating commercial lease terms
- Work with the ethnic Chambers of Commerce and community organizations to ensure that these resources reach BIPOC-owned businesses throughout Oakland
- Negotiate and create forbearance policies and tax guidance with banks and lenders
- Change bankruptcy rules for small businesses to remove the threat of lawsuit for unpaid rent
- Consider allowing property owners to finance unpaid rent through a property tax credit similar to the PACE program

1 Financial Support

Provide financial support for small businesses and targeted funds for BIPOC business owners

1.2 TARGET FUNDS FOR BIPOC BUSINESS RECOVERY

The City, Advisory Council members and many volunteers conducted multilingual phone outreach to assist hundreds of Oakland's small businesses in applying for stimulus funds, however, the City's recovery survey data shows that many did not apply or were unsuccessful. According to a recent national report, as of April 2020, 441,000 black-owned businesses (41%) had closed permanently; 658,000 Latino-owned businesses (32%), and 1.3 million woman-owned businesses (25%) had also closed⁴.

The City will distribute CARES Act funding for small businesses to provide immediate relief across Oakland, with a focus on businesses in Oakland's Opportunity Zones and other low-income census tracts. Additional funding through private partners should be directly targeted to Black, Indigenous, and people of color owned businesses to reduce the disparities in stimulus access. These communities are impacted by the same systems that keep structural racism in place and we need to support the collective recovery.

441,000
(41%)

Black-owned businesses closed permanently⁴

658,000
(32%)

Latinx-owned businesses closed permanently

1.1 mil
(32%)

Businesses owned by immigrants closed permanently

1.2 mil
(25%)

Women-owned businesses were terminated

⁴ Source: The impact of COVID-19 on Small Business Owners: Evidence of Early-Stage Losses from the April 2020 Current Population Survey; National Bureau of Economic Research; Working Paper 27309, June 2020

ACTIONS COMPLETED

OAKLAND SMALL BUSINESS EMERGENCY GRANT PROGRAM

With input from the City, issued \$5,000 grants to 275 low-income small business owners with philanthropic funds from the Oakland COVID-19 Relief Fund. 80% of the grants went to businesses owned by people of color.

PRIVATE FUNDS

Advisory Council members have sponsored multiple funds for BIPOC-owned small businesses:

[Keep it Caring, Keep it Oakland Fund](#)

The Oakland Indie Alliance's COVID recovery fund that provides up to \$10,000 grants for small businesses, prioritizing BIPOC-owned businesses

[Oakland Chinatown Chamber of Commerce](#)

Recovery and relief fund targeting Oakland's Chinatown business community

[OAACCF Resiliency Relief Fund](#)

A \$1 million relief grant fund created by the Oakland African American Chamber of Commerce Foundation

[Unity Council Business Relief Fund](#)

The Unity Council's emergency cash assistance and relief for Fruitvale District businesses

[Oakland Black Business Fund](#)

Established a \$10M relief fund focused on helping Oakland businesses impacted by COVID-19 and an investment fund to support Black entrepreneurs across the country

1.3 SUSTAIN OAKLAND'S ARTIST AND CULTURAL ORGANIZATIONS

As organizations rethink new ways of reaching audiences, the delayed reopening of concerts, performances and other large gatherings to Phase IV—the latest stage of reopening—presents a unique challenge for the arts and culture sector. Cultural organizations must develop innovative ways to sustain their existence while maintaining safe practices. In addition, this sector may need to raise significant funds to reopen in modified safely distanced formats when allowed under State and County guidance.

“

Outdoor performance venues that serve food could open their outdoor stage for recording sessions under specific guidelines as well. But, if they were to have both the outdoor restaurant and the recording session happening simultaneously, that is then rejected because it is considered an event.

We can't get a venue permit to have 4 people with masks and 8- to 12-foot distancing and plexiglass dividers to record a performance inside of Alameda County - indoor or outdoor (But we are sending individual musicians to perform safely at Oakland Parks and Rec Summer Camps in 19 locations).

”

Dr. Mieko Hatano
Executive Director, Oakland Symphony

ACTIONS COMPLETED

EAST BAY/OAKLAND RELIEF FUND FOR INDIVIDUALS IN THE ARTS

The Center for Cultural Innovation, with City input, issued \$2,000 grants to individual artists and culture workers, with \$300,000 earmarked for Oakland residents, using a combination of philanthropic funds from the Oakland COVID-19 Relief Fund and funding from the Economic Workforce Development Department (EWDD)'s Cultural Affairs Division.

NEXT STEPS →



CITY GOVERNMENT

- Explore flexibility in permit and public safety fees for cultural organizations to reopen using outdoor space safely
- Distribute CARES Act funding to support artists and nonprofit arts organizations and provide technical assistance to help organizations adapt to new models for revenue and space



NON-PROFIT ORGANIZATIONS

- Provide technical assistance and fee-less fiscal agency/sponsorship to arts organizations
- Provide guidance on digital and distanced cultural gatherings



BUSINESS COMMUNITY

- Corporate stakeholders and institutional lenders can sponsor or donate to recovery activities



STATE & REGIONAL GOVERNMENT

- Ensure that Workers Compensation Insurance companies do not cancel or increase policy prices due to State mandates

ELVIN WONG/FLICKR

NEXT STEPS →



CITY GOVERNMENT

- Distribute emergency CARES Act funding to small businesses, with a focus on Oakland's low-income census tracts



NON-PROFIT ORGANIZATIONS

- Oakland's Ethnic Chambers, OCCUR, the POC Small Business Network, Black Cultural Zone, East Oakland Entrepreneurship Forum, the Unity Council, and others are working to connect small businesses to recovery resources



BUSINESS COMMUNITY

- Partner in the recovery of BIPOC-owned businesses through purchasing, contracts and equity investment



2 Local Leadership

Empower the community to drive development

2.1

PARTNER ON RECOVERY INVESTMENTS WITH COMMUNITY-LED AND SERVING ORGANIZATIONS

Grassroots organizations delivering both health services and entrepreneurship support in Oakland's most impacted neighborhoods are a crucial recovery resource. Often under-funded, these groups are best positioned to understand community needs and distribute resources. With the right coordination and support, they can bolster the responses of government and of larger, more established non-profits. Recovery investments should support their ongoing collaboration with each other and build long-term capacity to continue to partner with the City and County and lead recovery work over the coming years.

ACTIONS COMPLETED

CARES ACT FUNDING TO COMMUNITY-SERVING ORGANIZATIONS

The Oakland City Council authorized CARES Act funding to community-serving organizations in East and West Oakland, including to the Oakland Community Frontline Healers, an alliance of 20+ organizations that are providing a holistic suite of services to Black and brown communities during the pandemic.

CARES Act funding will also go to Oakland's ethnic Chambers and other business support organizations.

The City has also designated CARES Act funding to support non-profits that provide services to low-income residents in the following areas:

 Economic & Workforce Development	 Food Security	 Housing
 Health & Human Services	 Legal Support	 Education

NEXT STEPS →



- Distribute CARES Act funding
- Expand outreach networks to foster deeper partnerships



- Offer partnerships and pro bono legal and business support to help small, community-based organizations scale their operations

“ [Smaller local organizations] are running out of funds as demand for services grow. Many are not operating in coordination with City/County service infrastructures and are often behind the curve in receiving critical information, resources, and PPE. Without reliable support, services will be scaled down at a time when they need to be ramped up. ”

Oakland Frontline Healers



3.1 ENSURE UNIFORM SAFETY GUIDANCE AND PPE USE IN BUSINESSES ACROSS OAKLAND

Safety practices and PPE availability are not evenly implemented across the city. Every publicly accessible Oakland business should have a safety plan for their operations, consistent, culturally-competent and multi-lingual public signage on mask usage, PPE for their workers and other management practices to eliminate workplace-based COVID transmission. Oakland is the most ethnically diverse city in the U.S. with more than 125 different languages spoken in the city.

ACTIONS COMPLETED

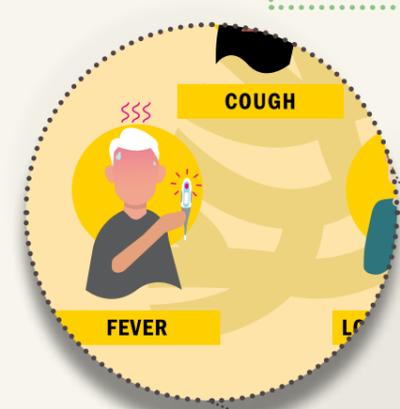
CITYWIDE PPE DISTRIBUTION AND ASSISTANCE

The City is purchasing 350 PPE kits for East and West Oakland businesses through the Opportunity Zone program.

m0xy, It Takes a Village, and other local partners have produced over 32,000 masks and 11,000 face shields.

SAFE REOPENING POSTER

The Oakland Metropolitan Chamber, Oaklandish, and FastSigns produced and distributed safety posters in partnership with Business Improvement Districts (BIDs) and ethnic Chambers.



NEXT STEPS →



- Continue to fund and distribute PPE
- The City is working to produce up to 1,000 more PPE kits and should explore bulk purchasing and working with local suppliers



- All businesses need to create a Site-Specific Protection Plan and understand procedures for COVID-positive workers



- Ethnic chambers and other organizations receiving CARES Act funding will assist businesses with re-opening plans

3 Health & Safety Guidance

Create and distribute consistent, culturally competent business reopening guidance and PPE



4.1

INCREASE PUBLIC SPACE AVAILABILITY FOR BUSINESSES AND CULTURAL ACTIVITIES

250

City permits have been filed for parklets and outdoor retail/ service spaces

The Flex Streets program streamlines permitting for the creative and flexible business use of public sidewalks, parking lanes, traffic lanes and private outdoor space. The City should expand on Flex Streets to make public space available for cultural activities when safely allowed under County and State guidance. Businesses outside of BID areas, especially those traditionally underserved, need additional support to take advantage of Flex Streets. As an extension of this flexibility, and to reach larger audiences, public radio and television should carry local arts performances.

Current commercial tenants should also be allowed to pivot their business models to related activities with reduced regulatory burdens. Longer term, the City should allow zoning flexibility on vacant ground floor spaces to include pop-up retailers as well as cultural and community-serving organizations.

ACTIONS COMPLETED

FLEX STREETS

In June 2020, the City launched Flex Streets to streamline permitting and eliminate fees for use of outdoor space and City-owned outdoor property. City staff are conducting door-to-door outreach in commercial corridors that have been most impacted by COVID-19 to inform businesses about the program and distribute safety information and signage.

MOBILE FOOD VENDING

The City is providing permits for vending on City streets or private property in commercial or industrial zones. City permit fees have been waived and applications are no longer limited.

NEXT STEPS →



CITY GOVERNMENT

- Fund parklet materials in areas outside of BIDs
- Explore options to allow more flexible zoning during the pandemic and ease requirements for some uses until the end of the health restrictions
- Consider a temporary use category in the City Planning Code to allow ongoing flexibility and prevent long-term vacant storefronts



COUNTY GOVERNMENT

- Align with the State's home-based kitchen laws and work with local food vendors to legalize operations

4 Capacity Building

Build business resilience through technical support

4.2 | EXPAND EQUITY PROGRAMS AND SUPPORT INDUSTRY EFFORTS TO REDUCE DISPARITIES

Just as the 2008 recession fell heavily on homeowners of color, thousands of whom lost their chance to build wealth through homeownership in the foreclosure crisis, the pandemic threatens to eliminate recent Black and Latinx gains in business ownership through mass business closures.

Oakland has an innovative Equity Permit Program designed to minimize barriers to opening a cannabis business for those who have been the most victimized by the war on drugs. Cannabis Equity Permit holders receive real estate incubation space, technical assistance, and access to a loan fund. Data on unequal access to stimulus funding, loan capital and business assistance support replicating this model in other industries in a post-COVID economy, with a focus on closing racial disparities.



ACTIONS COMPLETED

HIGHLIGHTING DISPARITIES WITHIN INDUSTRIES

Restaurant Opportunities Centers (ROC) United has **documented the extent of racial discrimination and occupational segregation in the Bay Area restaurant industry**, which revealed significant racial wage gaps, barriers to people of color to advance to living-wage jobs, and explicit and implicit biases of restaurant employers and consumers that segregate the restaurant workforce.

NEXT STEPS →



CITY GOVERNMENT

- Gather data and conduct racial impact analysis to name disparities in industry sectors
- Determine the City's role and create targeted assistance with industry partners



BUSINESS COMMUNITY

- Consider joining ROC United/ One Fair Wage's Safe and Just Reopening program to improve workplace safety and close racial wage gaps

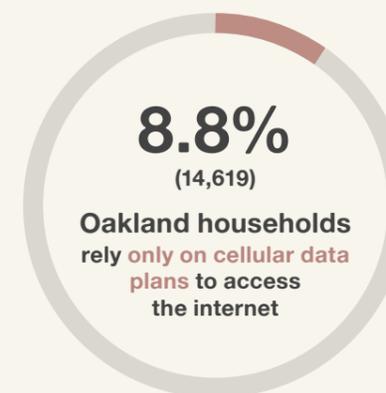
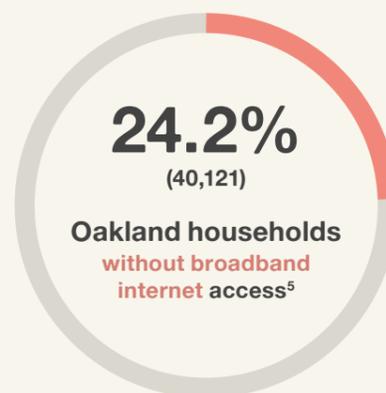


STATE & REGIONAL GOVERNMENT

- Prevent predatory operations that exploit financially vulnerable business operators and property owners

4.3 | CLOSE THE DIGITAL DIVIDE FOR BUSINESSES AND WORKERS

Oakland's workers and small businesses need resources, training, and technical assistance to succeed online. From March to June, City staff, business technical assistance providers and community members worked to help hundreds of business owners who do not use computers apply for stimulus funds online, especially senior business owners. We found that training and digital support were even more important than internet access. Workers and individuals also need online support for job searches, to access safer remote work opportunities, benefits, supportive services, and telehealth. Opportunity youth, ages 18-24, should also be priority.



⁵ Source: "A Case for Digital Inclusion: Systematically Bridging the Digital Divide", City of Oakland, 2020.

ACTIONS COMPLETED



OAK WIFI

The City is using CARES Act funding to implement Oak WIFI, a public broadband access plan.



~94,000

Oakland residents have no internet connectivity or computing device

OAKLAND STARTUP NETWORK

In partnership with the City of Oakland, Kapor Center, ICA/Fund Good Jobs and The Town Experience hosted Oakland's first Digital Small Business Week in June, with resources to help businesses sell online and scale using digital tools.

NEXT STEPS →



CITY GOVERNMENT

- Build on the successes of #OaklandUndivided, which raised over \$15M to provide Oakland students with computers and internet access, by raising funds to close the digital divide for workers and small businesses



NON-PROFIT ORGANIZATIONS

- Identify business owners and workers who lack an online presence/ internet access and connect to resources

4.4

BUY LOCAL CAMPAIGN AND ONLINE MARKETPLACE/ B2B PLATFORM



PHIL MURPHY/FLICKR

Businesses are transitioning online to sustain sales but need an online marketplace and Buy Local movement to generate customers. The City has an adopted goal to increase revenues for businesses owned by people of color by 40%. For businesses that supply to other businesses, the creation of a Business-to-Business (B2B) Exchange would encourage large purchasers to buy from local and BIPOC-owned businesses, offering partial pre-pay to help businesses scale and creating a sustainable long-term network. The long-term benefits of investing in an online marketplace include support for pop-up businesses in high poverty areas to grow into storefronts, and growing customers for existing storefronts.

ACTIONS COMPLETED

PROMOTE LOCAL BUSINESSES

Online directories for local businesses have been initiated:

[Fruitvale is Open](#)
[The Unity Council](#)

[Oakland's Open](#)
[Oakland Metropolitan Chamber of Commerce](#)

[Keep it Oakland](#)
[Oakland Indie Alliance](#)

[Spend.Stay.Love.](#)
[Visit Oakland](#)

NEXT STEPS →



CITY GOVERNMENT

- Foster an ongoing B2B platform to go beyond one-time contracts
- Forge consensus on a single, customer-facing platform and support local business efforts to develop their listings



BUSINESSES & PHILANTHROPY

- Provide funding and support efforts to create a comprehensive, connected single platform for B2B connection that enables large businesses to procure supplies from local and BIPOC-led companies

4.5

SUPPORT ONGOING PARTICIPATORY RESEARCH ON THE NEEDS OF BLACK BUSINESSES

One well-documented means of addressing wealth disparities in Black communities is by creating new economic opportunities through employment, specifically business ownership within these communities (Bates et al., 2007). Historical and persistent structural, systemic, and institutional biases, however, undermine prosperity for small, disadvantaged businesses in Black communities. These biases lead to, and compound, three frequently cited key obstacles to the economic mobility of Black-owned businesses: (1) lack of access to capital, (2) lack of access to leadership education, and (3) a lack of access to market.

452

Black-owned businesses



Source: American Economic Survey, 2007

3,172

Oakland Jobs generated in 2017⁶

If recovery efforts mean to remove these barriers, we need focused, ongoing and participatory research to assess the immediate survival needs of businesses, their post-crisis stabilization, and the impact of new programs on their revenues.



THOMAS HAWK/FLICKR

ACTIONS COMPLETED

CITY PARTNERSHIP WITH EAST OAKLAND RESEARCH EFFORTS

The East Oakland Entrepreneurship Forum has been supporting business owners in East Oakland and collecting their insights on additional efforts to create a healthy growth environment for local business. POC Small Business Network is collecting ongoing data on the needs of participating businesses.

NEXT STEPS →



CITY GOVERNMENT & PHILANTHROPY

- Support research on the needs of Black, Indigenous and other POC-owned businesses owners during and post-COVID
- Commit resources to gathering the quantitative and qualitative data needed to center equity and target resources effectively



STATE & REGIONAL GOVERNMENT

- Recognize the structural barriers to capital for Black-owned and other POC-owned businesses and design programs to address them



5.1 IMMEDIATE CASH ASSISTANCE AND GUARANTEED INCOME

Unemployment assistance may not cover local rents, especially after the lapse in the \$600 pandemic unemployment supplementary payment. In the years prior to the pandemic, 40% of Oakland residents did not have enough liquid assets or readily available savings to survive three months without income.

For Latinx and Black residents, that percentage is much higher at 61% and 57%. Black and Latinx workers are also disproportionately represented in low-wage work and in jobs still on pause or unlikely to resume in recovery. Many Black-, Latinx- and Indigenous-owned businesses are home-based, and may not pay commercial rent, so residential rent relief also sustains these businesses. A guaranteed income has been advocated to end poverty since the Civil Rights era. The pandemic has shown that the current social safety net has been expensive and overwhelming to administer without providing enough protection.

Financial Assets and Income⁷

Outcome Measure	Overall	White, NH*	People of Color	Black	American Indian	Asian	NHPI**	Latino
Income Poverty Rate	14.5%	2.9%	19.7%	21.0%	20.8%	16.2%	17.1%	20.4%
Liquid Asset Poverty Rate	40.6%	18.7%	53.7%	56.8%	-	41.7%	-	60.6%
Asset Poverty Rate	33.0%	20.1%	41.4%	46.9%	-	26.7%	-	46.8%
Households with Zero Net Worth	22.2%	16.5%	25.7%	31.3%	-	12.9%	-	29.1%
Unbanked Households	9.7%	1.7%	13.9%	16.3%	-	6.7%	-	17.1%
Underbanked Households	20.6%	13.0%	24.7%	29.1%	-	18.1%	-	24.0%

⁷Source: Prosperity Now Sourcecard

ACTIONS COMPLETED

- COVID-19 RELIEF FUND** | The Oakland COVID Relief Fund directed \$2.9 million directly to households through Centro Legal de La Raza, Keep Oakland Housed, HeadStart, One Fair Wage, Oakland Public Education Fund, Oakland REACH and others.
- RENT & MORTGAGE RELIEF** | The City Council allocated \$5M in COVID Relief funds for Residential Rent and Mortgage Relief. Keep Oakland Housed and other rent relief programs help both workers and home-based businesses, many of which are Black-, Latinx- and Indigenous-owned.
- MAYORS FOR GUARANTEED INCOME** | In July 2020, Oakland and ten other cities led a unanimous national call from the US Mayors Conference to support a guaranteed income.

NEXT STEPS →

- 
CITY GOVERNMENT
 - Continue to advocate for a Guaranteed Income and work locally to set up the infrastructure to distribute cash assistance
 - Rent relief can be combined with landlord-tenant mediation and access to City housing services to leverage assistance into longer-term stability
- 
PHILANTHROPY
 - Support Guaranteed Income demonstrations that prioritize those most in need

5 Social Safety Net

Guaranteed Income, Individual Support for Workers, and Home-based Entrepreneurs, and a Return to Work

5.2

DEVELOP AND SUPPORT POLICIES FOR HEALTHCARE, CHILDCARE, AND ELDERCARE FOR LONG-TERM UNEMPLOYED



COVID-19 has thrown many workers into turmoil as they lose health care tied to their employment. Those still employed have limited childcare and eldercare options. School has begun with children in distance learning for the foreseeable future.

- 1,200** Oakland service workers applied to the ROC United emergency workers' fund in May⁸
- 80%** of the above 1,200 did not have saving to purchase groceries
- 70%** had not received unemployment insurance

⁸Source: Restaurant opportunity Center, presentation to OERAC, June 2020

MARCO SANCHEZ/FLICKR

ACTIONS COMPLETED

NEXT STEPS →

- CITY GOVERNMENT**
 - Provide safe childcare and learning options for Oakland youth
- STATE & REGIONAL GOVERNMENT**
 - Ensure unemployed workers have continuous health coverage
 - Advance advocacy for universal healthcare

CHILDCARE AND MEALS FOR ESSENTIAL WORKERS AND SENIORS

Oakland Parks, Recreation & Youth Development's Town Camp provided safe childcare for essential workers. Since May 2020, the City has partnered with FEMA, the State of California, and World Kitchen Central Kitchen to provide free meals to hundreds of Oakland seniors.

COVERED CALIFORNIA EXTENSION

Covered California opened the health insurance exchange to any eligible uninsured individuals who needed health care coverage amid the COVID-19 nation emergency.

5.3

ENGAGE YOUTH, UNEMPLOYED WORKERS, AND THE REGION ON A RECOVERY STRATEGY

There is an urgent need for retraining and job placement for laid-off, low-wage workers in retail, hospitality and tourism, industries that employ more than 25,000 Oakland workers. The City applied for and received funding from the State Employment Development Department (EDD), but this will only serve approximately 350 workers. Training programs can connect clients to other asset building areas such as banking, credit building and homeownership. In the longer term, industries such as manufacturing may see growth post-pandemic, and along with remote work possibilities, may provide opportunities for stable and higher wage work. Each industry should address the racial disparities in its workforce and work with the City to remedy, rehire and train workers to equal employment.

Finally, Oakland's youth are at protests making a clear call for justice and equitable investment in their communities and futures. Economic recovery and rebuilding efforts must engage and include Oakland youth to share their survival stories and hopes for the future.

ACTIONS COMPLETED

SUPPORT FOR HOSPITALITY WORKERS

The City successfully applied for training funds from State EDD to support hospitality workers and partnered with One Fair Wage to support training for restaurant workers.



“ We cannot speak about equity and recovery without including the youth. ”

David Jackson
Evolve

RIGHT TO RETURN LEGISLATION

The Oakland City Council passed an emergency ordinance that guarantees laid off hotel and airport workers priority should their former employers start hiring again. The legislation will affect more than 10,000 Oakland workers.

HIRING SERVICES

Job opportunities, hiring support, and virtual job fairs are available through Oakland's three America's Job Centers: Lao Family Development, Oakland Private Industry Council, and The Unity Council.

NEXT STEPS →

- CITY GOVERNMENT**
 - Engage Oakland youth in the economic recovery
 - Identify sectors with growing hiring needs
 - Target workforce services to Oakland Zip codes with the highest unemployment
 - Invest in gathering racial disparity data by sector
- BUSINESS COMMUNITY**
 - Analyze and report on wage and hiring disparities
 - Take action to close training and wage gaps
- STATE & REGIONAL GOVERNMENT**
 - Analyze and project how Bay Area employment in the recovery will change from pre-COVID times
 - Consistent with both regional and local Economic Development Plans, coordinate with cities on recovery planning that names disparities and focuses on increases mobility, security and wealth for low-wage workers



ITEM IV.a.

To: Oakland Workforce Development Board
From: OWDB Staff
Date: November 5, 2020
Re: 2019-2020 Program Summary Report
2020-2022 Local Area Performance

2019-2020 Program Summary Report

Workforce Innovation and Opportunity Act (WIOA) establishes core performance measures for Adult, Dislocated Worker & Youth programs. WIOA performance measures are designed to measure the effectiveness and continuous improvement of the workforce service delivery system, and the contracting agency will be required to collect and report data through CalJOBS pertaining to these measures. Performance measures are subject to change at any time, and the OWDB may set performance benchmarks or implement additional measures in response to regulations or local need.

The California Workforce Development Board (CWDB) requires that each WIOA provider meet at minimum 90% of their goals. The OWDB requires that each provider's enrollment goal be met by the final calendar day of Quarter 2 of the contracted fiscal year.

The summary below provides a high-level overview of enrollments, exits and outcomes in Fiscal Year 2019-2020 for adults and youth.

HIGHLIGHTS:

- § 498 New participants served
- § 50 Obtained a recognized certificate/diploma/degree
- § 278 Placed in unsubsidized employment
- § 13 Training related employment

TOP 3 INDUSTRIES PLACED:

- § Manufacturing
- § Retail
- § Professional services

Average hourly wage: \$19.47

PARTICIPANT SUMMARY

ENROLLED

EXITED

A. Total Participants		1082	831
	Participants Carried In	584	555
	New Participants	498	276
B. Eligible Youth 5% Exception			
	Youth 5% Exception	0	0
C. In School / Out Of School Youth (Funding Definition)			
	In School Youth	8	7
	Out Of School Youth	122	88
D. Program Exit Information			
	Entered Unsubsidized Employment		278
	Training Related Employment		13
	Entered Military Service		0
	Entered Qualified Apprenticeship		1
	Entered Post-Secondary Education		4
	Entered Advanced Training		1
	Individuals Attained Recognized Certificate/Diploma/Degree		50
	Individuals Attained High School Diploma/GED		2
	Returned to Secondary School		0
	Exits Excluded from Performance		2
	Other Exits		548

HIGHLIGHTS:

- § Slightly higher number of females enrolled
- § Most enrollments between ages 25-44
- § Doing good job serving target population, highest enrollments are Black & Latino
- § Greatest barriers to employment: basic skills deficient and English language learner.

PARTICIPANT CHARACTERISTICS

ENROLLED EXITED

A. Gender			
	Female	594	448
	Male	484	379
B. Age			
	14 - 18	50	38
	19 - 21	102	72
	22 - 24	76	65
	25 - 34	231	174
	35 - 44	224	172
	45 - 54	213	165
	55 - 64	143	109
	65 and older	43	36
C. Race/Ethnicity			
	Ethnicity Hispanic or Latino	211	170
	American Indian / Alaskan Native	32	27
	Asian	154	96
	African American / Black	451	364
	Hawaiian Native / Other Pacific Islander	10	10
	White	170	129
	Other	0	0
D. Veteran Status			
	Total Veterans	31	23
	Served Less than 181 Days	1	1
	Eligible Veteran	28	20
	Other Eligible Person	2	2
	Campaign Veteran	5	3
	Disabled Veteran	4	2
	Special Disabled Veteran	1	1
	Recently Separated Veteran	2	2
	Transitioning Service Member	0	0
E. Labor Force Status			
	Employed	191	168
	Employed, but received notice of layoff or termination	2	0
	Unemployed	889	663

ENROLLED EXITED

F. School Status at Participation			
In School, High School or Less		9	7
In School, Alternative School		4	4
In School Attending Post High School		16	15
Out-of-School, High School Dropout		131	100
Out-of-School, High School Grad		917	700
Not Attending School, Within Age of Compulsory School Attendance		4	4
G. Unemployment Insurance Status			
Eligible Claimant, Referred by WPRS		122	104
Eligible Claimant, referred by REA/RESEA		23	10
Eligible Claimant, not referred by WPRS/RESEA		90	53
Exhaustee		32	25
H. Barriers			
Disabled		59	51
English Language Learner		109	70
Single Parent (including single pregnant w omen)		8	7
Displaced Homemaker		2	2
Offenders		73	51
Homeless		51	39
Runaway Youth		0	0
Pregnant / Parenting Youth		10	10
Youth Requires Additional Assistance		49	43
Youth Serious Barriers to Employment (WIA legacy)		0	0
Basic Literacy Skills Deficient		256	166
Youth in, or aged out of, Foster Care		3	3
Out of Home Placement		2	2
Eligible under Section 477 of the Social Security Act		0	0
American Indian/Alaskan Native		12	12
Hawaiian Native		1	1
Within 2 years of exhausting TANF lifetime eligibility		3	3
Facing Substantial Cultural Barriers		27	26
Eligible Migrant Seasonal Farmworkers as defined in WIOA Sec 167 (i)		0	0
Meets Governor's special barriers to employment		4	2
I. Income / Public Assistance			
Low Income		787	596
TANF		30	24
SSI		23	18
Receiving Social Security Disability Insurance Income (SSDI)		9	8
State or Local Income-Based Public Assistance (General Assistance)		23	20
Refugee Cash Assistance (WIA Legacy)		0	0
Supplemental Nutrition Assistance Program (SNAP)		114	79
Foster Child (State or Local Payments are Made)		1	1
Youth living in the High-poverty Area		49	47
Youth Receives or is Eligible to Receive Free or Reduced Lunch		21	21

HIGHLIGHTS:

- § 349 participants enrolled in occupational skills training
- § 18 participants utilized on-the-job training

SERVICES SUMMARY

ENROLLED

EXITED

Program Activities / Services Summary		
Basic Career Services (Staff-Assisted)	958	741
Information Only/Workforce Information	303	150
Referred to VA Services	0	0
Referred to Other Federal/State Assistance	33	5
Individualized Career Services	1030	781
Financial Literacy	178	44
English as Second Language Services	18	4
Pre-Vocational Activities	1	1
Work Experience	51	36
Summer Employment/Internship during the Summer (W/OA Youth)	50	35
Employment opportunities, including internships, not limited to summer months	8	8
Pre-apprenticeship programs	0	0
Job shadowing	0	0
On-the-Job Training (W/OA Youth)	2	2
Transitional Job (W/OA Adult, Dislocated Worker, and Dislocated Worker Grants)	0	0
Other work experience activities	8	8
Training Services	385	291
Occupational Skills Training	349	260
Customized Training	26	26
Skills Upgrade Training	1	0
Entrepreneurial Training	0	0
Registered Apprenticeship Training	0	0
ABE / ESL with Occupational Skills Training	0	0
ABE / ESL NOT in Conjunction with Training	0	0
On the Job Training	18	10
Pre-Requisite Training	0	0
Youth Occupational Skills Training	2	2
Other Non-Occupational Skills Training	0	0
Job Readiness Training in Conjunction with Other Training	0	0
Youth Services	129	94
Secondary Education	0	0
Alternative Secondary Education	3	3
Educational Achievement Services	110	78
Education Offered Concurrently with Workforce Preparation	0	0
Leadership Development	10	7
Adult Mentoring Services	3	2
Comprehensive Guidance/Counseling Services	33	10
Labor Market and Employment Information	76	51
Postsecondary Transition and Preparatory Activities	0	0
Established Individual Training Account (ITA)	153	102
Support Services	369	279
Needs - Related Payments	3	3
Youth with Goals Set	0	0

2020-2022 Local Area Performance

Performance measures were negotiated with the California Workforce Development Board (CWDB) for Program Years 2020-2022

Final performance rates for the City of Oakland are as follows:

PY 2020-2022 NEGOTIATED PERFORMANCE RATE	ADULT	DW	YOUTH
Employment Rate 2nd Quarter After Exit	70.6%	70.0%	72.8%
Employment Rate 4th Quarter After Exit	67.6%	70.0%	69.8%
Median Earnings 2nd Quarter After Exit	\$ 7,146	\$ 8,510	\$ 3,490
Credential Attainment 4th Quarter After Exit	65.0%	71.0%	55.0%
Measurable Skill Gains	44.3%	45.1%	52.5%

PRIMARY INDICATORS OF PERFORMANCE:

EMPLOYMENT RATE – 2ND/4TH QUARTER AFTER EXIT

The percentage of participants who are in unsubsidized employment during the second/fourth quarter after exit from all programs.

For Youth Participants, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the second/fourth quarter after exit.

MEDIAN EARNINGS

The median earnings of participants who are in unsubsidized employment during the second quarter after exit from all programs. A median calculation involves sorting the values in increasing order and picking the middle value. This value is the median.

CREDENTIAL ATTAINMENT

The percentage of those participants enrolled in education or training (excluding those in On-the-Job Training [OJT] and customized training) who attain one of the following during participation or within one year after exit:

- § a recognized postsecondary credential
- § a secondary school diploma or its recognized equivalent or certificate

A participant who has attained a secondary school diploma or its recognized equivalent is counted as a positive outcome only if the participant also meets one of the following criteria during participation or within one year after exit:

- § employed
- § enrolled in an education or training program leading to a recognized postsecondary credential

MEASURABLE SKILL GAINS

The percentage of program participants who, during a program year, are enrolled in education or training that leads to a recognized postsecondary credential or employment AND have also achieved one or more measurable skill gains. A measurable skill gain is defined as documented academic, technical, occupational, or other forms of progress that lead to a credential or employment. Depending on the type of education or training program, progress must be documented using one of the following:

- § achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level
- § attainment of a secondary school diploma or its recognized equivalent
- § secondary or postsecondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting academic standards
- § satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training
- § successful passage of an exam that is required for an occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams



ITEM # IV.b.



To: Oakland Workforce Development Board
From: OWDB Staff
Date: November 5, 2020
Re: 2020-2021 Operational Calendar

The Operational Calendar provides the Workforce Board members with important key priorities activities and events. The Calendar will be updated as necessary.

ATTACHMENT:

IV.b.1- 2020-2021 Operational Calendar

Oakland Workforce Development Board (OWDB) Operational Calendar

Month	Key Priorities	Key Operational Activities	Key Administrative Items & Events	Meeting Dates*
				Board
October	Strategic Planning	<ul style="list-style-type: none"> (Staff) 2021-2024 Local and Regional Planning 	<ul style="list-style-type: none"> (Staff) Contract Management (Staff) Biennial citywide budget process begins (FY 2021-2023) 	
November	Strategic Planning Performance	<ul style="list-style-type: none"> (Board & Staff) Review Fiscal Year (FY) 2019- 2020 performance (Board) Authorize Local Plan Procurement and Contract 	<ul style="list-style-type: none"> (Staff) Release RFQ for Local 	Thursday 11/5/20
December	Strategic Planning WIOA Compliance Board Development	<ul style="list-style-type: none"> (Board) Discuss 2021 Priorities (Exec) Board Development 	<ul style="list-style-type: none"> (Staff) Review 2020-2021 Workplan (Staff) State of California Employment Development Department (EDD) program monitoring 	Friday 12/19/20 (Exec)
January	Summer Jobs Strategic Planning	<ul style="list-style-type: none"> (Staff) Summer Jobs 2021 Planning (Board) Board Retreat 	<ul style="list-style-type: none"> (Board & Staff) CWA Youth Virtual Conference 	
February	Summer Jobs Strategic Planning	(Board) Review Summer Jobs 2020 Report (Staff)	<ul style="list-style-type: none"> (Board) Review 2021-2022 midyear progress and program performance (Staff) Present Summer 2020 Report 	Thursday 2/4/21
March	Budget Development	<ul style="list-style-type: none"> (Board) Approve Release of Draft 2021-2024 local plan (Board) Approve summer 2021 contract 	<ul style="list-style-type: none"> (Board) Review OWDB Draft Budget for FY 2021-2022 (Board & Staff) NAWB Virtual Forum (March 2021) (Board & Staff) OWDB Member Term Renewals (expiring seats only) (Staff) Develop 2021 Summer Jobs contracts 	Friday 3/19/21 (Exec)
April	Summer Jobs 2021 Strategic Planning	<ul style="list-style-type: none"> (Staff) 2021 Summer Jobs Launch (Staff) Submit OWDB Strategic Plan 2021-2024 California Workforce Development Board (CWDB) 	<ul style="list-style-type: none"> (Board & Staff) Form 700 filings due to Oakland City Clerk's office 	
May	2021/2022 Budget	<ul style="list-style-type: none"> (Board) Approve 2021-2022 Final Budget 	<ul style="list-style-type: none"> (Board & Staff) CWA Spring Virtual Conference 	Thursday 5/6/21
June	Adoption of FY 2021-2022 budget	<ul style="list-style-type: none"> (City Council) Adopt City of Oakland 2021-2023 Biennial Budget & 2021-2022 OWDB Budget 	<ul style="list-style-type: none"> (Staff) Finalize service contracts for FY 2021-2022 year-round services 	Friday 6/18/21 (Exec)

2020

2021