



# Oakland Workforce Development Board PY 21-24 WIOA Local Plan

---



## **Contact Information:**

**Lazandra Dial, Executive Director**

**Phone Number: 510-238-3474**

**Email Address: [LDial@oaklandca.gov](mailto:LDial@oaklandca.gov)**



# PY 21-24 WIOA Local Plan

## Introduction

The following PY21-24 WIOA Local Plan is issued by the Oakland Workforce Development Board (OWDB). The OWDB Local Plan follows the California Employment Development Department (EDD) Directive # WSD20-05 issued on January 29, 2021.

Following the submission of the OWDB PY17-20 WIOA Local Plan, the City of Oakland Department of Race and Equity developed its [Oakland Equity Indicators Report](#) in 2018. The OWDB sees the Equity Indicators Report, along with the ongoing anti-racism work of the City’s Department of Race and Equity, as critically important in informing its work moving forward. Where applicable, indicators from the Equity Indicators Report are cross-walked with strategies in the OWDB PY21-24 Local Plan.

The OWDB conducted a Race and Equity Analysis in 2019 that highlighted disparities in five (5) zip codes in the City of Oakland. These communities experience higher rates of unemployment than the general population. With these communities in the forefront, the OWDB adopted a desired equitable outcome. The goal is “All Oaklanders have economic security and equitable access to workforce development services”. It is our intent with the implementation of the Local Plan to move closer to this goal.

## WIOA Core and Required Partner Coordination

### Local Board & AJCC Partners Service Coordination

The OWDB works with its core partners to align local resources as set forth in its Phase I Memorandum of Understanding (MOU). The Phase I MOU includes the partners who provide Basic Career Services and/or Individualized Career Services within the local workforce development system, listed in Table 1 below.

**Table 1. OWDB MOU Core Partners**

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



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

In addition to the core partners listed above, the OWDB is currently working on effectively connecting and leveraging other resources to maximize value to the City of Oakland’s job seekers, particularly priority populations. These groups include individuals with disabilities, justice-involved individuals, single parents, English Language Learners (ELL) i, older individuals, unhoused and other low-income individuals, long-term unemployed individuals, and former foster youth. To this end, the OWDB is committed to making investments designed to meet the needs of these populations, as well as collaborate with other public and nonprofit service provider partners. Additionally, and in alignment with the goals and strategies outlined in this plan, the OWDB envisions working on additional efforts to use technology and other tools to expand services to the targeted populations, as well as deepen partnerships with employers and businesses that are supportive partners in this work. The OWDB lead and coordinated with workforce partners to host a series of industry specific virtual Job Fairs. Additionally, the OWDB is expanding administrative access of the online Metrix Learning system to its partner network. Metrix Learning is designed to help people upgrade existing or learn new skills.

Across its collaborations with WIOA core and required partners, the OWDB is continuing with several 2017-2020 Local plan modification strategies that were halted because of the COVID-19 pandemic. Table 2 below describes these **ongoing strategies**, cross-walked with OWDB WIOA core partners and additional stakeholder agencies.



**Table 2. Ongoing Local Plan Strategies**

OWDB Partner	Ongoing Collaborative Strategies
AJCC Workforce System Partners- CBOs, Training Providers, Businesses	<ul style="list-style-type: none"> <li>• <b>The Oakland Workforce Collaborative (OWC)</b> The goals are the OWC are: 1. Develop a strong public/private partnership to better connect Oakland residents to self-sustaining jobs. 2 Identify gaps in workforce development resources in and develop strategies to fill them. 3.Reduce duplication of efforts among OWC partners and increase service efficiency. 4. Connect job seekers to high wage, high growth occupations through informed recruitment strategies from employers directly.</li> </ul>
Oakland Unified School District (OUSD) Northern Alameda Consortium for Adult Education (NACAE) Alameda County Office of Education	<ul style="list-style-type: none"> <li>• Ensure local CBO pathway programs are aligned with Career Technical Education (CTE) offerings at the Adult Schools, Community Colleges and other institutions.</li> <li>• Enhance and expand the range of short-term, high-quality training programs offering skill development opportunities leading to industry recognized certifications that meet the needs of local employers.</li> <li>• Organize and support business involvement around the implementation of career pathway programs in Oakland that are being driven by adult education, community colleges, and other education/training partnerships.</li> </ul>
United Indian Nations	<ul style="list-style-type: none"> <li>• Work with UIN to ensure that the local Native American populations have priority access to services, including training, supportive services, and other related investments.</li> <li>• Strengthen information sharing and coordination of services and resources.</li> </ul>
Youth Services Providers	<ul style="list-style-type: none"> <li>• Work with public, private, and community-based organizations to empower disconnected young people to access meaningful employment opportunities.</li> <li>• Coordinate resources and investments to better align with major citywide and regional efforts targeted toward the educational and career development of youth.</li> </ul>
Migrant Seasonal Farmworker Services	<ul style="list-style-type: none"> <li>• Work with adult education partners and community-based organizations to leverage Vocational English as a Second Language (VESL) instruction, short-term occupational skills training programs, and various supportive services such as food and housing assistance, transportation, and other essential needs, for the Migrant Seasonal Farmworker population in Oakland. (As this population is very small, with an estimated 1,072 people working in Agriculture, Forestry, Fishing, Hunting,</li> </ul>



and Mining occupations, the presence of WIOA Section 167 grantees in Oakland is limited. The OWDB continues to partner with a strong network of local public and nonprofit organizations that have capacity to help support the needs of this population, including recent immigrants.)

In outreach meetings with MOU Core Partners during the PY21-24 Local Plan planning process, OWDB and WIOA stakeholders identified emergent priority areas. In addition to the ongoing strategies described in Table 2 above, the OWDB will take the **emergent strategy areas** described in Table 3 into consideration through its WIOA core and other partnerships while assessing feasibility.

**Table 3: PY21-24 MOU Core Partner Emergent Strategy Areas**

Strategy Area	PY21-24 Objectives
MOU Core Partner Coordination & Collaboration	<ul style="list-style-type: none"> <li>• <b>Hold quarterly meetings with WIOA core partners.</b> Partnerships stalled in the last year due to the COVID-19 pandemic, and the OWDB has started re-engaging its core partners to align workforce development and education efforts locally. In this process, stakeholders identified that a key need is logistical support for partner collaboration. OWDB is committed to leveraging its local network and providing the necessary supports to convene partners, whether in a virtual or in-person environment, on a quarterly basis.</li> <li>• <b>Facilitate cross-training opportunities with core partners.</b> Partners emphasized that OWDB provides a unique value-add for job seekers and employers alike, and the OWDB should facilitate cross-training (i.e., in-service trainings) with partner agencies and stakeholders to build their capacity in workforce development best practices and community needs.</li> </ul>
Employer Connections	<ul style="list-style-type: none"> <li>• <b>Increase outreach to the Oakland small business community.</b> While the OWDB continues to partner with business leaders in Oakland, stakeholders identified that there are many more small businesses that would be interested in partnering with the OWDB if they were aware of the available services. The OWDB should increase its outreach and marketing, specifically targeting Oakland employers to increase awareness of programs and services, and to promote buy-in around key policy priorities, including Fair Chance and first source hiring.</li> </ul>
Fair Chance Hiring	<ul style="list-style-type: none"> <li>• <b>Hold Fair Chance trainings with local employers to promote the hiring of justice-involved individuals.</b> This strategy recognizes the OWDB as an entity that can both “push” employers toward Fair Chance hiring practices and “pull” justice-involved individuals</li> </ul>



	<p>toward workforce development and training services, in addition to co-located services where they can connect to supportive services to meet other basic needs. As an agency linked to the employer and job seeker communities alike, the OWDB is uniquely positioned to ensure that justice-involved individuals move toward job readiness with available employment pathways. This strategy area is to include the following community-sourced sub-objectives: 1) The OWDB should partner with organizations that provide record expungement and document recovery services for the justice-involved population; and 2) Communicate regulatory requirements and tax benefits of hiring people with records. The latter objective will leverage resources shared by partner agencies, including the Checkr “How to be a Fair Chance Employer” guidebook.</p>
<p>First Source Hiring</p>	<ul style="list-style-type: none"> <li>• <b>Perform an environmental scan of regional examples of first source hiring policies in the Bay Area and integrate best practices into a marketing campaign targeting local employers.</b> The OWDB would incorporate findings into an actionable plan to promote first source hiring among Oakland employers, and integrate best practices into ongoing marketing and outreach to Oakland employers and workforce organizations.</li> </ul>
<p>Employment Supports for the Unhoused Population</p>	<ul style="list-style-type: none"> <li>• <b>Partner with homeless-serving organizations to ensure service delivery reaches, and is accessible to, the unhoused population in Oakland.</b> The OWDB should integrate targeted outreach to Oakland’s unhoused population across each strategy area to connect individuals with lived or adjacent experiences of homelessness to workforce development services and supportive services. In partnership with local homeless-serving community organizations, such as the East Oakland Collective, Ella Baker Center, and ROOTS, the OWDB will identify pathways to increase the reach and visibility of its services and resources to better serve this population.</li> </ul>
<p>Service Co-Location</p>	<ul style="list-style-type: none"> <li>• <b>Build partnerships with community-based organizations to provide mobile services, using pop-up spaces (e.g. churches, church parking lots, opportunity zones), to expand availability of service co-location.</b> Core partners and community members alike echoed the value of service co-location in reducing barriers and streamlining service delivery. There is a need for service co-location to include both employment and supportive services, i.e. healthcare and benefits/entitlement services. As the OWDB continues to explore what service delivery opportunities will be available following the rollout of return-to-work and return-to-</li> </ul>



	school policies post-pandemic, it will continue to assess viable co-location opportunities.
Data Sharing & Accessibility	<ul style="list-style-type: none"> <li>• <b>Enhance opportunities for operationalizing enhanced data sharing infrastructure.</b> Core partners and community stakeholders highlighted the importance of inter-agency data sharing. The OWDB should evaluate options to operationalize data sharing, including looking at the feasibility of cloud-based technology and/or Business Associate Agreements (BAA) between agencies serving the same population.</li> </ul>

### Co-Enrollment in Career Pathways & Case Management with AJCC Partners

The OWDB works in close partnership with its public sector educational partners – most notably the Oakland Unified School District (which is part of the Northern Alameda County Adult Education - NACAE) Consortium and the Peralta Community College District (PCCD) – to support career pathway development for older youth and adult job seekers and workers. Table 4 below provides a high-level overview of some of the major elements of the local network of career pathway programs.

**Table 4. Career Pathways by Industry Sectors**

Industry Sector	Career Pathway	
	NACAE (Bridge Programs) <sup>1</sup>	PCCCD CTE Programs <sup>2</sup>
Advanced Manufacturing	Instrumentation & Control Tech. Machine Technology	Engineering, Design, and Production
Construction	Bridge to Skilled Trades	Building & Construction Trades
Government	Early Childhood Education (ECE) Public & Human Services	Public & Human Services Public Service & Law
Healthcare	Biotechnology	Environment & Sustainability Healthcare & Bioscience
Hospitality, Leisure, and Retail	Culinary Arts	Hospitality, Retail & Tourism Personal Services
Information Communication Technology	Media Office Skills	Business & Entrepreneurship Digital Media & Communication Information & Communication Technology
Transportation & Logistics	Maritime/Logistics	Transportation & Logistics

<sup>1</sup> Many NACAE offerings include ESL bridge programs – Business/Accounting, Culinary Arts, ECE, Entrepreneurship, Maritime/Logistics, and Media.

<sup>2</sup> Includes both Certificate and Associate of Arts/Sciences Degrees





In addition to the aforementioned career pathway efforts for older youth and adult job seekers and workers, the OWDB is also working to support the development and expansion of career pathway opportunities for youth in partnership with the Oakland Unified School District (OUSD), which was one of the original six (6) Linked Learning districts in the State of California. Finally, in addition to its ongoing work with OUSD and PCCD, the OWDB has been serving as an important partner with the following:

***The Alameda County Health Pathway Partnership (ACHPP)*** is a consortium of pathway programs and organizations that aim to increase the diversity of the healthcare workforce by providing mentorship, academic enrichment, leadership development, and career exposure to disadvantaged and minority youth. The OWDB is a partner on the **Alameda County Health Coach Apprenticeship Program** that aims to improve the health of community members by pairing them with culturally sensitive Transitional Aged Youth Community Health Workers. The goal is to provide a workforce development program for young adults to gain skills and access to vertical health careers while improving access, self-empowerment, and self-management of chronic diseases in underserved communities.

**The Alameda County Office of Education (ACOE) Project Pathways** project (is a regional, two-county (East Bay) project that seeks to develop pathways to college and careers for disconnected youth between the ages of 16-24 in areas including education, building trades, and hospitality and tourism. The OWDB participates in the **K12 Strong Workforce Program** initiatives being led by ACOE that builds on CTE college and career pathway programs for students in alternative education schools and other schools with predominantly underserved student populations. The pathways are aligned with the priorities and occupational growth projections in the Bay Area's regional economy.

The OWDB facilitates co-enrollment across program areas while striving for more coordinated case management between agencies. A large part of case management coordination is informed by systematic data tracking. In accordance with state policy and guidelines, the OWDB utilizes CalJOBS to track services for job seekers accessing workforce development services in the local area. The OWDB continually works to find ways to improve the coordination of services for mutual customers who are accessing adult education and family literacy services, Wagner-Peyser Act services, and Vocational Rehabilitation services.

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





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

The OWDB funds the operations of three (3) America’s Job Center of California (AJCC) in zip codes with the highest unemployment that also have a large population of Black and Latinx residents. These centers are in East Oakland, the Fruitvale area and West Oakland. The Comprehensive One-Stop Career Center is located at the West Oakland site which also operates a satellite office near the Lake Merritt area. Each of the AJCCs provides WIOA Title I funded services to adult job seekers and workers. These locations provide career development resources, including the posting of employment opportunities; some skills assessments; occupational and labor market information; career coaching; referrals to supportive services and training programs; and a variety of other services and are conveniently accessible because they are situated where many of the OWDB’s priority populations reside. In addition to these sites, the California Employment Development Department (EDD) operates an affiliate AJCC site in East Oakland near the Oakland Coliseum, which is the only site within city limits that provides in-person Wagner-Peyser, Unemployment Insurance, and Disability Insurance services.

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

- *West Oakland Job Resource Center:* The West Oakland Job Resource Center (WOJRC) - is an innovative project funded by the City Of Oakland and other partners and is focused on helping local residents learn about and prepare for careers in the building trades. The center directly assists contractors working on the Oakland Global Trade & Logistics Center, the former Oakland Army Base, in hiring qualified local workers. Working with partner construction trade unions, the WOJRC screens individuals for the apprenticeship programs that allow qualified candidates to earn while they learn.
- *Day Labor Center* Supported by the City of Oakland’s General-Purpose Fund (GPF) and operated by Causa Justa, the Day Labor Center runs as a hiring hall model to link contractors and day laborers, track outcomes and include key supportive services to the day laborer population. This model helps to reduce risk for contractors and workers alike by reducing the potential risk associated with day labor work around payment for services and workplace safety.

In public meetings with Oakland community members during the PY21-24 Local Plan planning process, community stakeholders echoed the importance of co-locating workforce services with other services and programs, such as healthcare or other entitlement programs. Additionally, community stakeholders elevated the importance of co-locating and facilitating access to one-stop services with the need for increasing spread of these services across the city, such as by providing more mobile services or using pop-up spaces in neighborhood institutions (like church parking lots or opportunity zones).

The co-location of services is important to facilitate access to career services, training, rapid response services and other workforce development opportunities while reducing barriers to transportation, such as unreliable access to public transit and/or personal vehicles.


### **Coordination of Supportive Services**

Supportive services are an important component to helping Oakland’s most vulnerable residents further their career and employment goals. OWDB has worked with its contracted service providers and the broader ecosystem of nonprofit and other organizations to maximize the usage of non-WIOA resources to meet these needs. At the same time, the OWDB has provided guidance around the use of WIOA funds to offer needs-based assistance, including help with transportation, materials and supplies (books, tools, uniforms, etc.) needed for training and employment, minor health and personal care issues, and other miscellaneous needs.

Supportive services most closely connected to enable employment (e.g. provision of uniforms, tools, transportation, etc.) are given particular emphasis. Because these resources are extremely finite, the OWDB works with other public and nonprofit partners to provide and/or facilitate access to services and organizations that are equipped and have capacity to provider support, whether they include food resources, housing resources, legal assistance, or other services. As part of the strategies outlined above, the OWDB will seek to expand the network of public, nonprofit, and other organizations in Oakland who can help to further strengthen the ecosystem of supportive services in the city.

### **Spotlight: Equity Indicators & WIOA Partner Strategies**

Many of the above strategy areas and objectives articulate with one or more of the indicators in the 2018 Oakland Equity Indicators Report. The table below lists these relationships.

<b>Oakland Equity Indicators Crosswalk – WIOA Partner Coordination Strategies</b>	
	<ul style="list-style-type: none"> <li>• <b>All of the core partner strategies support</b> Labor Force Participation, Unemployment, Living Wage, <b>and</b> Workforce Development Programs.</li> <li>• <b>Youth Services Providers strategies</b> support Disconnected Youth and Linked Learning Pathways Enrollment.</li> <li>• <b>The Employer Connections, Fair Chance, and first source hiring strategy areas support</b> Labor Force Participation, Unemployment Rate, Employment in High Wage Industries, Living Wage, and Workforce Development Programs.</li> <li>• <b>The Employment Supports for the Unhoused Population strategy areas support</b> Homelessness <b>and</b> Labor Force Participation.</li> </ul>



## State Strategic Partner Coordination

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

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

### Coordination with Alameda County Social Services, Alameda Child Support Services, California Department of Rehabilitation & Community-Based Organizations

Across its partnerships with state strategic partners including Alameda County Social Services Agency, Alameda County Child Support Services, California Department of Rehabilitation and community-based organizations serving individuals who are English language learners, foreign-born and/or refugees, the OWDB is continuing with several strategies halted because of the COVID-19 pandemic. Table 5 below describes these **ongoing strategies** by agency partner.

**Table 5. Ongoing State Strategic Partner Coordination Strategies**

OWDB Partner	Ongoing Collaborative Strategies
Alameda County Social Services Agency-CalFresh Employment & Training (E&T)	<ul style="list-style-type: none"> <li>Assess the referral process from training providers and work to design improvements.</li> <li>Work with WIOA providers to enhance marketing materials used by CalFresh E&amp;T, including launching digital campaigns.</li> <li>Invite third-party CalFresh E&amp;T providers to participate in partner meetings held by the One-Stop Operator.</li> <li>Continue to work with partners providing job readiness services</li> </ul>
California Department of Rehabilitation (DOR)	<ul style="list-style-type: none"> <li>Continue agreements with DOR to include resource commitments for increasing Competitive Integrated Employment (CIE) opportunities for people with intellectual or developmental disabilities.</li> <li>Train staff to meet needs of job seekers with intellectual or developmental disabilities.</li> <li>Strengthen referral processes between organizations for job seekers with intellectual or developmental disabilities.</li> </ul>



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

In public meetings with Oakland community members during the PY21-24 Local Plan planning process, OWDB and community stakeholders identified emergent priority areas. While identified as emergent the OWDB contracted service providers implement the strategies described in 6 in its work with Child Support Services and community-based organizations.

**Table 6. PY21-24 Child Support Services and CBO Emergent Strategy Areas**

OWDB Partner	Ongoing Collaborative Strategies
Child Support Services	<ul style="list-style-type: none"> <li>• <b>Connect job seekers to child support mediation services.</b> Child support can be a barrier to employment, particularly for the justice-involved population. Concurrent with the delivery of the above ACDCSS strategies, the OWDB contracted service providers work with ACDCSS to increase referrals to child support mediation services for eligible job seekers for whom child support is a barrier to employment.</li> </ul>
Community-Based Organizations	<ul style="list-style-type: none"> <li>• <b>Connect job seekers with vouchers for childcare during job search or workforce development activities.</b> A significant need for job seekers with children or other dependents is access to childcare services during workforce training and/or job search activities. The OWDB contracted service providers include referrals to organizations offering childcare vouchers or on-site childcare services as part of its supportive services for job seekers.</li> </ul>

### Spotlight: Equity Indicators & State Partner Strategies

Many of the above strategy areas and objectives articulate with one or more of the indicators in the 2018 Oakland Equity Indicators Report. The table below lists these relationships.

Oakland Equity Indicators Crosswalk – State Strategic Partner Strategies	
	<ul style="list-style-type: none"> <li>• <b>All of the state strategic partner strategies</b>, including strategies implemented in partnership with the California Department of Rehabilitation (DOR), Alameda County, and community-based organizations support Labor Force Participation, Unemployment, Living Wage, and Workforce Development Programs.</li> </ul>

## WIOA Title I Coordination

### Professional Development for Frontline Staff

In alignment with strategies pursuant to WIOA core partner coordination and collaboration, an emergent priority area for the OWDB under the PY21-24 Local Plan is piloting cross-training opportunities with partner agencies. Table 7 below describes professional development activities for frontline staff in the areas of digital fluency, distance learning, and culturally competent and trauma-informed service delivery.

**Table 7. Professional Development Priorities for Frontline Staff**

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

### Rapid Response & Layoff Aversion Activities

The OWDB sits inside of the City of Oakland Economic and Workforce Development Department (EWDD), putting it in a unique position to help support the needs of Oakland businesses. To support rapid response and layoff aversion efforts, the OWDB will continue to strengthen linkages between employers and job seeker services by coordinating closely and intentionally with the One Stop system. The OWDB pivoted Rapid Response services to virtual platforms in collaboration with the EDD and Covered California in response to the COVID-19 shutdown. Additionally, the event was put on the City of Oakland website for laid off workers to access on demand. The following are representative of the rapid response and layoff aversion strategies employed by the OWDB:

- Develop systems and processes for identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion.
- Conduct ongoing relationship-building activities with businesses to create an environment for successful layoff aversion efforts.
- Assist employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs.
- Convene service partners to deliver services to affected businesses and workers.
- Facilitate business access to resources such as loans, technical assistance programs, market analyses, and economic development activities to address needs and prevent layoffs.
- Connect businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff.





- Serve as the lead entity in coordinating Rapid Response services in conjunction with OWDB contracted service providers, including reviewing affected workers' needs, facilitating rapid reemployment efforts, coordinating workshop presentations and offering tools and services that support career transition, and other related services.
- Track and report process and outcome measures associated with all activities above.

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

### **Adult & Dislocated Worker Services**

The OWDB strives to develop a system of seamless coordination among providers and partners in the workforce system that can connect residents, particularly those with barriers to employment, to career pathways leading to family-sustaining jobs in growing industries. The OWDB currently contracts with three (3) local service providers to provide the following WIOA-funded services for adult job seekers and dislocated workers:

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





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

### **Youth Workforce Investment Activities**

The OWDB’s contracted Youth Services providers are charged with delivering a system of coordinated workforce services for enrolled Oakland youth, in partnership with OWDB staff and other OWDB-contracted providers of Adult and Dislocated Worker Services and Business Engagement & Services. Qualities of this system include:

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

The OWDB has identified the following local priority populations:

- Individuals residing in Oakland neighborhoods with the highest rates of unemployment (East Oakland, Central/Fruitvale, and West Oakland).
- Unemployed and out-of-school youth who are African American/Black, Latinx, Native American, and Asian/Pacific Islander.
- Currently or former legal/justice-involved individuals (formerly known as re-entry or formerly incarcerated).

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



training funds must dedicate at least 50% of these funds for training in the priority industry sectors.

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

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

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

The OWDB administers the City of Oakland’s Summer Youth Employment Program for youth, ages 16-21 that provides opportunities to earn money, gain meaningful work experience and improve job-readiness skills. The program is funded through general funds, local businesses, and philanthropic organizations. Through a partnership with the Oakland Fund for Children and Youth (OFCY), the OWDB funds six (6) youth service providers, two (2) of which are year-round WIOA programs. The OFCY is a program of the Human Services Department within the City of Oakland and provides strategic funding to support children and youth from birth to 20 years of age to help them become healthy, happy, educated, engaged, powerful, and loved community members. Since its inception, OFCY has supported youth workforce programming that provides youth career support, workplace exposure, paid internships, and other youth employment opportunities.

### **Entity Responsible for the Disbursement of Grant Funds**

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

- The Oakland Economic and Workforce Development Department (EWDD) houses OWDB program staff who make sure service providers follow WIOA rules and regulations in accordance with federal, state, and local guidelines. OWDB staff review service provider invoices and then submit them to the EWD Administrative Services Manager, who then reviews and approves them to be forwarded to the City of Oakland Finance Department.
- The Oakland City Administrator has ultimate funding oversight. These functions are further subdivided as follows:



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

### **WIOA Title I Sub-Grants and Contracts**

The OWDB and Committees utilize a highly competitive, public, and carefully managed Request For Proposal (RFP) process developed to ensure the avoidance of any conflicts of interest to award sub-grants and contracts to community-based organizations and other service providers. Currently, the OWDB holds three (3) contracts with its local providers. Each of these contracts were executed following a competitive, rigorous, and public RFP process. Future procurements for services are likely to be further informed by this process.

### **AJCC Operator & Career Services Providers Contracts**

#### **Oakland Private Industry Council – Comprehensive Adult, Dislocated Worker Services and AJCC Stop Operator**

The OWDB contracts with the Oakland Private Industry Council (OPIC) as the AJCC Operator and Comprehensive Career Center located in West Oakland. The Center is responsible for implementing the local Memorandum of Understanding and coordinating partnerships. The OPIC is responsible for submitting quarterly reports of AJCC Operator activities. The Center also provides WIOA Title I funded services to adult job seekers and workers. The OPIC also operates a satellite center near the Lake Merritt area in Oakland. These locations provide career development resources, including the posting of employment opportunities; skills assessments; occupational and labor market information; career coaching; referrals to supportive services and training programs; and a variety of other services.

#### **Lao Family Community Development – Adult, Dislocated Worker and Youth Services**

The OWDB is currently in contract with Lao Family Community Development, Inc., a community-based organization located in East Oakland, providing comprehensive training services, including youth training and employment services, adult training services, prison-to-employment services for the justice-involved population, and direct client support services. These services are integrated with WIOA core and required partner service delivery and the workforce services landscape in Oakland. Lao Family Community Development also operates a Satellite office. Lao Family Community Development is currently in the process of opening a 3<sup>rd</sup> Center in East Oakland that will be collocated at a transitional housing facility.


#### **The Unity Council – Adult, Dislocated Worker & Youth Services**

The OWDB is currently in contract with The Unity Council, a community-based organization located in Central Oakland, providing comprehensive training services, including youth training and employment services, adult training services, and direct client support services. These

services are integrated with WIOA core and required partner service delivery and the workforce services landscape in Oakland.

**Spotlight: Equity Indicators & WIOA Title I Coordination**

Many of the above strategy areas and objectives articulate with one or more of the indicators in the 2018 Oakland Equity Indicators Report. The table below lists these relationships.

<b>Oakland Equity Indicators Crosswalk – WIOA Title I Coordination</b>	
	<ul style="list-style-type: none"> <li>• <b>All of the WIOA Title I Coordination strategies support</b> Labor Force Participation, Unemployment, Living Wage, <b>and</b> Workforce Development Programs.</li> <li>• <b>Strategies implemented in partnership with Youth Services Providers support</b> Labor Force Participation, Unemployment, Workforce Development Programs, Disconnected Youth, Linked Learning Pathways Enrollment, <b>and</b> High School Completion.</li> </ul>

**Appendix A: Stakeholder and Community Engagement Summary**

Stakeholders who participated in the PY21-24 Local Plan planning process share an interest in pursuing innovative strategies to promote workforce engagement for priority populations, including BIPOC community members, transitional aged youth, unhoused families and individuals, and justice-involved individuals. These priorities are reflected across the strategies and objectives described in the Local Plan content above.

A variety of stakeholders were invited to participate in the Local Plan development process, including current MOU Local Partners as well as the broader community. The table below summarizes the outreach modalities deployed by the OWDB throughout the PY 21-24 Local Plan planning process. **Note that due to the ongoing COVID-19 pandemic, the reach and visibility of outreach efforts were significantly limited.**

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of Attendance</b>	<b>Comments</b>
MOU Core Partners Meeting – Email Outreach	OWDB Core Partners & Oakland Workforce Collaborative Members	Representatives from the following agencies participated in the virtual meeting: Department of Rehabilitation Greater East Bay District, AC-OCAP, Alameda County Child Support Services, Alameda	Stakeholders engaged in planning conversations to review PY17-20 WIOA Local Plan strategies and identify emergent priority areas for the PY21-24 WIOA Local Plan.



**Oakland Workforce Development Board**  
 2021-2024 Local Plan

		County CEO, Alameda County Social Services, Oakland Housing Authority, OUSD, Peralta CCD, Vietnamese American Community Center of the East Bay, Youth Employment Partnership	
OWDB PY21-24 WIOA Local Plan Online Community Survey – Email/Flyers/Agency Outreach	Oakland residents, particularly English-speaking, Spanish-speaking, Chinese-speaking, and Vietnamese-speaking residents; Oakland job seekers; Oakland employers	A total of 11 community members participated in the OWDB online survey.	The online community survey was translated into English, Spanish, Chinese, and Vietnamese.
Councilmembers and City staff interviews – email outreach	City Councilmembers and the City Administrator were asked to provide input. The OWDB wanted to offer interviews as an opportunity for the newly elected Councilmembers in particular to provide input.	Some Oakland City Councilmembers and the City Administrator completed an interview.	All Oakland City Councilmembers were invited via email to participate in the phone interviews.



<p>Public Community Meetings – Email/Flyers/Agency Outreach</p>	<p>All Oakland community members, job seekers, and employers</p>	<p>A total of 36 community members participated across the two virtual public meetings.</p> <p>Each community meeting included a demographic survey; a total of 20 participants across the two meetings submitted the demographic survey.</p> <p>The survey results are shown in Appendix B: Community Meeting Participant Demographic Summary.</p>	<p>Both public community meetings were held via Zoom and were held at different times and days to accommodate community members’ weekday schedules.</p>
---	--	---	---



## Appendix B: Community Meeting Participant Demographic Summary

Community Meeting #1 (February 16, 2021)	Community Meeting #2 (February 17, 2021)
<b>Total participants: 22</b>	<b>Total participants: 14</b>
<i>Of the 10 participants that completed the survey:</i>	<i>Of the 10 participants that completed the survey:</i>
<b>Geography</b> <ul style="list-style-type: none"> <li>• 9 zip codes were represented (residence):               <ul style="list-style-type: none"> <li>○ 94501</li> <li>○ 94546</li> <li>○ 94547</li> <li>○ 94552</li> <li>○ 94577</li> <li>○ 94606 (2 people)</li> <li>○ 94609</li> <li>○ 94610</li> <li>○ 94618</li> </ul> </li> <li>• 6 zip codes were represented (employment):               <ul style="list-style-type: none"> <li>○ 94577</li> <li>○ 94606</li> <li>○ 94607</li> <li>○ 94610 (2 people)</li> <li>○ 94612 (3 people)</li> <li>○ 94621</li> </ul> </li> </ul>	<b>Geography</b> <ul style="list-style-type: none"> <li>• 9 zip codes were represented (residence):               <ul style="list-style-type: none"> <li>○ 94110</li> <li>○ 94501</li> <li>○ 94601</li> <li>○ 94607</li> <li>○ 94608 (2 people)</li> <li>○ 94611</li> <li>○ 94618</li> <li>○ 94709</li> <li>○ 94901</li> </ul> </li> <li>• 7 zip codes were represented (employment):               <ul style="list-style-type: none"> <li>○ 94577</li> <li>○ 94601</li> <li>○ 94606</li> <li>○ 94607 (2 people)</li> <li>○ 94608</li> <li>○ 94610 (2 people)</li> <li>○ 94612 (2 people)</li> </ul> </li> </ul>
<b>Race/Ethnicity</b> <ul style="list-style-type: none"> <li>• The majority of participants identified as African-American/Black (4, 40%) or White (4, 40%)</li> <li>• 1 participant identified as Asian or Asian American and White (10%)</li> <li>• 1 participant identified as Hispanic, Latinx, or Spanish origin (10%)</li> </ul>	<b>Race/Ethnicity</b> <ul style="list-style-type: none"> <li>• The majority of participants identified as White (5, 50%)</li> <li>• 2 participants identified as Hispanic, Latinx, or Spanish origin (20%)</li> <li>• 1 participant identified as Asian or Asian American and White (10%)</li> </ul>
<b>Gender Identity</b> <ul style="list-style-type: none"> <li>• Female (6, 60%); Male (4, 40%)</li> </ul>	<b>Gender Identity</b> <ul style="list-style-type: none"> <li>• Female (6, 66%); Male (3, 33%)</li> </ul>
<b>Age</b> <ul style="list-style-type: none"> <li>• 40% (4) of participants were 55-64 years old</li> <li>• 40% (4) of participants were 45-54 years old</li> <li>• 20% (2) of participants were 25-34 years old</li> </ul>	<b>Age</b> <ul style="list-style-type: none"> <li>• 45% (4) of participants were 25-34 years old</li> <li>• 33% (3) of participants were 35-44 years old</li> <li>• 11% (1) of participants was 55-64 years old</li> <li>• 11% (1) of participants were 18-24 years old</li> </ul>





## **Appendix C: Summary of Public Comment Disagreeing with Local Plan**

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

The OWDB will hold a 30-day public comment period commencing on March 19, 2021.