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# Oakland Workforce Development Board (OWDB)

*Board Retreat*

*Friday, September 21, 2018*

# OWDB Vision & Mission

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## VISION

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

## MISSION STATEMENT

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

# Retreat Goals & Objectives

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## □ Proposed Goals

- Review/Recap strategic plan progress & areas for growth
- Confirm
- Increase knowledge & understanding of Oakland/East Bay economy & labor market
- Make race & equity a focal point of the OWDB's service delivery strategies
  - Strategic Plan (Local Plan) modifications/updates
  - Request for Proposals (RFP) for Adult & Youth services
- Other Goals & Objectives...

# Strategic Plan: Goals & Strategies

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In partnership with business, economic development, education, labor, and community-based organizations, for each domain, OWDB to lead efforts in developing work plans to execute strategies in around the articulated goals each of the following domains:

- ❑ Business Services
- ❑ Adult Services
- ❑ Youth Services
- ❑ Workforce System

# Strategic Plan Feedback

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## □ Business Services

- Lots of organizations providing services; quality control?
- Small Business needs require specific approaches (bring resources to them, use existing channels & networks)
- Upskilling strategies can help existing workers obtain better opportunities and enable new workers to find good jobs
- Strategy to communicate successes & develop new business leads
- Take a stronger role in leading efforts to hire Oaklanders for good local jobs

# Strategic Plan Feedback

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## □ Adult Services

- Duplicative services across the city
- Improve alignment of job training to real business needs
- Strengthen supported employment opportunities & supports

## □ Youth Services

- Facilitate navigation of services for youth in Oakland
- Strengthen focus on populations with highest level of need
- Youth ownership in system design & services

# Strategic Plan Feedback

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## □ Workforce System Goal:

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

- Populations: who are we trying to reach?
- Neighborhoods: which communities are we focusing support?
- Sectors: what business/industry sectors are creating the best opportunities for Oakland residents?

# 2017-20 Strategic Plan – Staff Feedback

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## □ Accomplishments & Progress on Implementation

### ■ Adult Services

- Better coordination across the city (OFCY, Oakland Unite, Race & Equity)
- Stronger provider relationships (both adult and youth)

### ■ Business Services

- Better coordination with local & regional business-serving organizations
- Driving changes in business services implementation
- Participation in regional industry sector partnerships

### ■ Youth Services

- Coordination with OUSD on employer matches for summer jobs
- Successful youth summer jobs grants

### ■ System Alignment & Coordination

- Improved/strengthened partnerships with OUSD, PCCD
- Improved performance with compliance, monitoring, and policy development
- Oakland Workforce Collaborative (OWC) formation
- OWDB – stronger credibility, increased transparency, strategic leadership



# 2017-20 Strategic Plan – Staff Feedback

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## □ Areas for Growth & Improvements

### ■ Adult Services

- Formalized training & funding strategy for career centers
- Plan of action for career centers to be more involved with community-based partners, including faith community that are reaching priority populations
- Supportive services – greater flexibility & resources to meet changing needs
- Training funds – develop more comprehensive strategy around approaches & priorities

### ■ Business Services

- Better alignment with business services organizations
- Improvements in communications & marketing
- Strengthen connections of job seekers to in-demand programs/training opportunities

### ■ Youth Services

- Better system for summer youth employment
- Focus more on disconnected youth - numbers for African American and Latino youth are proportionately higher
- More to do with PCCD and OUSD (focus on ISY vs. OSY)

### ■ System Alignment & Coordination

- Board development – improve support for members
- Improved oversight of underperforming programs/providers
- Improved reporting of key indicators & outcomes that measure impact
- Need to increase revenues & diversify sources

# FY 2018-2019 Activities & Priorities

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- Local & Regional Plans: Two-Year Modification (pp.68-92)
  - Due Dates:        March 15, 2019 (unsigned)  
                             August 1, 2019 (signed)
- Request for Proposals (RFPs) for WIOA Adult, One-Stop Operator, and Youth Services
  - Due Dates:        Issuance – January 2019  
                             Awards – May 2019  
                             Contracts – July 1, 2019
- Evaluation of Citywide Employment & Training
  - Due Date:         Segments from March – June 2019

# Oakland's Economy & Labor Market

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**Barbara Leslie, President & CEO**  
**Oakland Chamber of Commerce**

# Workforce Development – National & State Perspective

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**Bob Lanter**

**Executive Director**



# Lunch Discussion w/Mayor Schaaf

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# Oakland Equity Indicators



MEASURING CHANGE TOWARD  
GREATER EQUITY IN OAKLAND

## Economy: Employment - Disconnected Youth

Score: 35 Ratio: 2.80

Ratio between the percent of African American and Asian youth who are disconnected

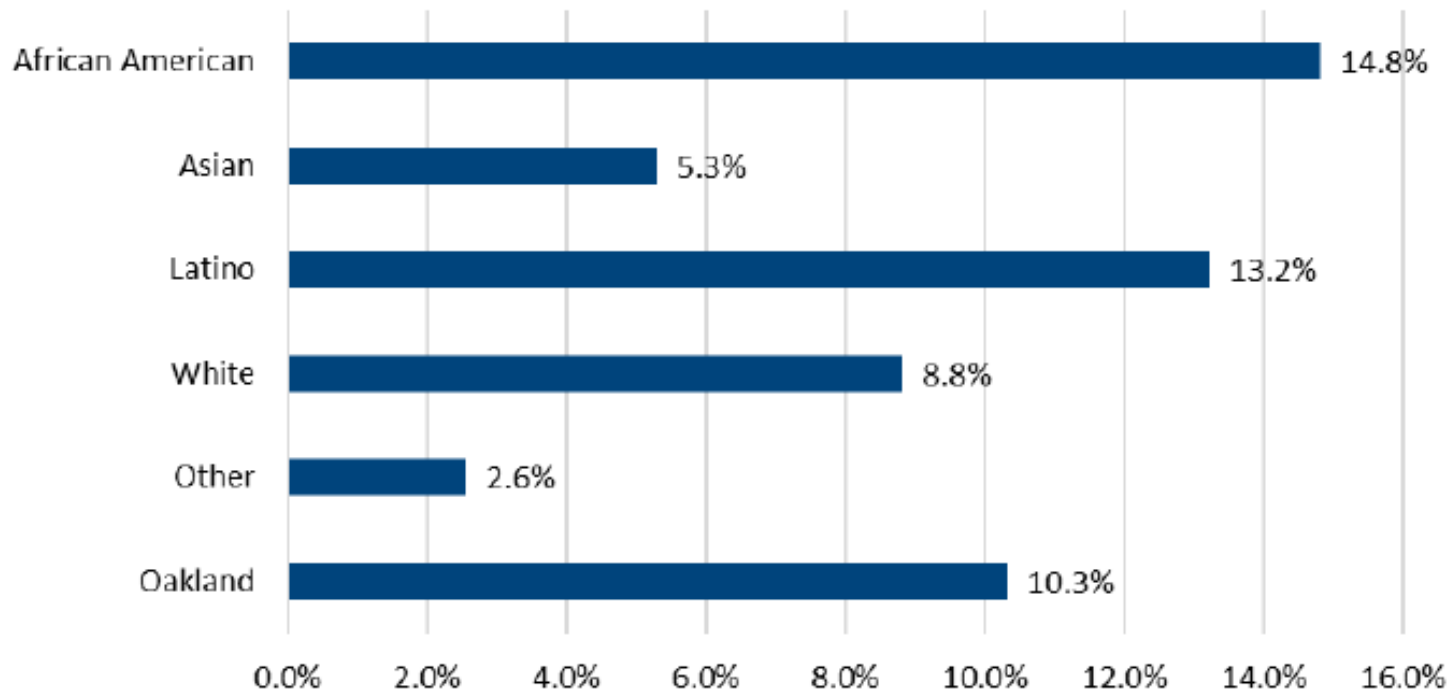
### *What is measured?*

Youth are considered disconnected if they are out of work and out of school. This indicator measures the percent of the population aged 16-24 who are neither working nor in school.

### *Why is this important?*

Between the ages of 16-24, young people are in transition between youth and adulthood, developing the education, networks, confidence, and social-emotional skills to handle stress and prepare for adult independence.

Percent of youth ages 16-24 who are out-of-work and out-of-school



## Economy: Employment - Labor Force Participation

Score: 72 Ratio: 1.27

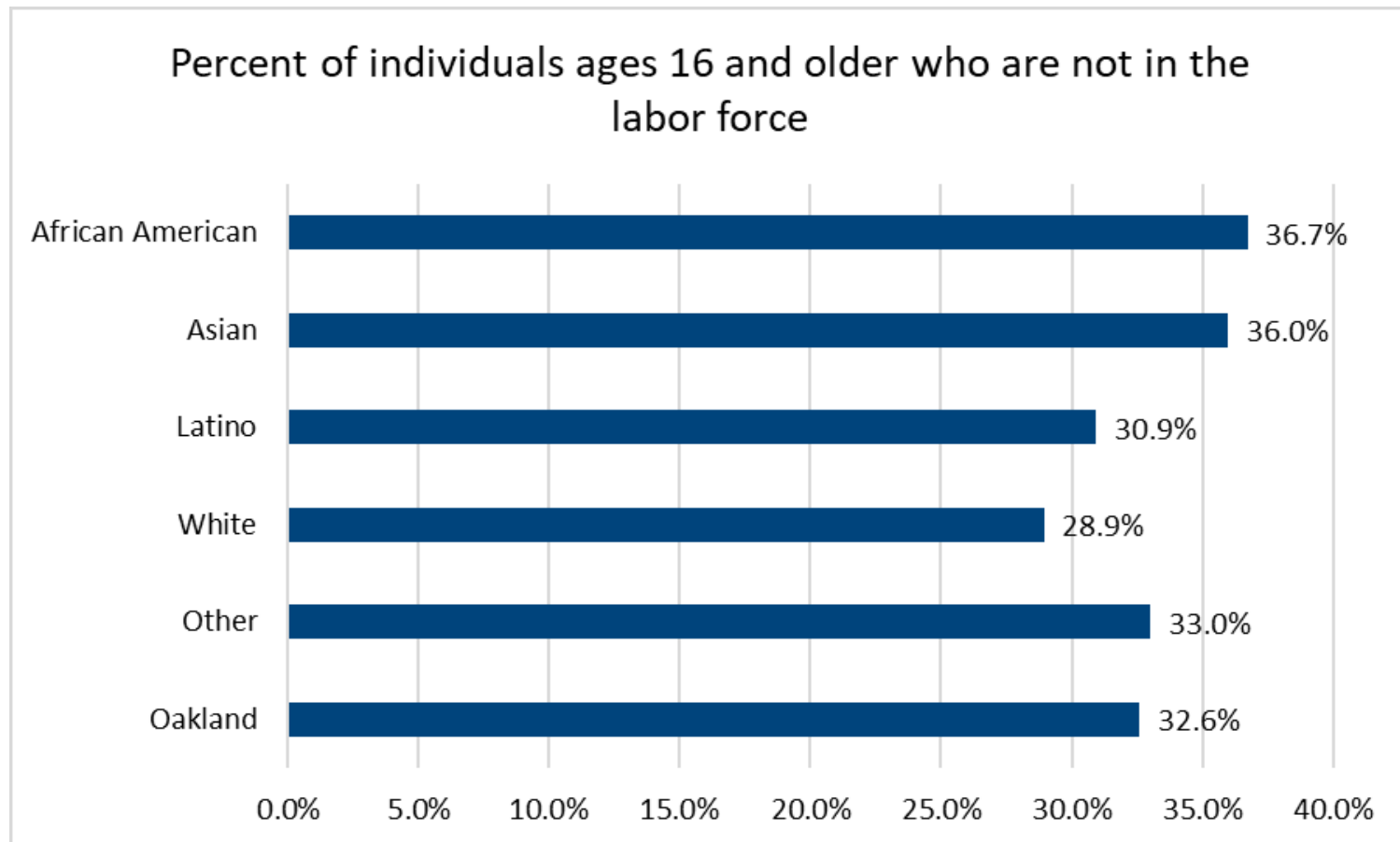
Ratio between the percent of African Americans and Whites who are not participating in the labor force

### *What is measured?*

This Indicator measures the percent of the population aged 16 and older who are neither working nor looking for work.

### *Why is this important?*

Labor force participation is an important Indicator because unemployment statistics do not capture all individuals who are not working.





## Economy: Employment - Unemployment

Score: 40 Ratio: 2.12

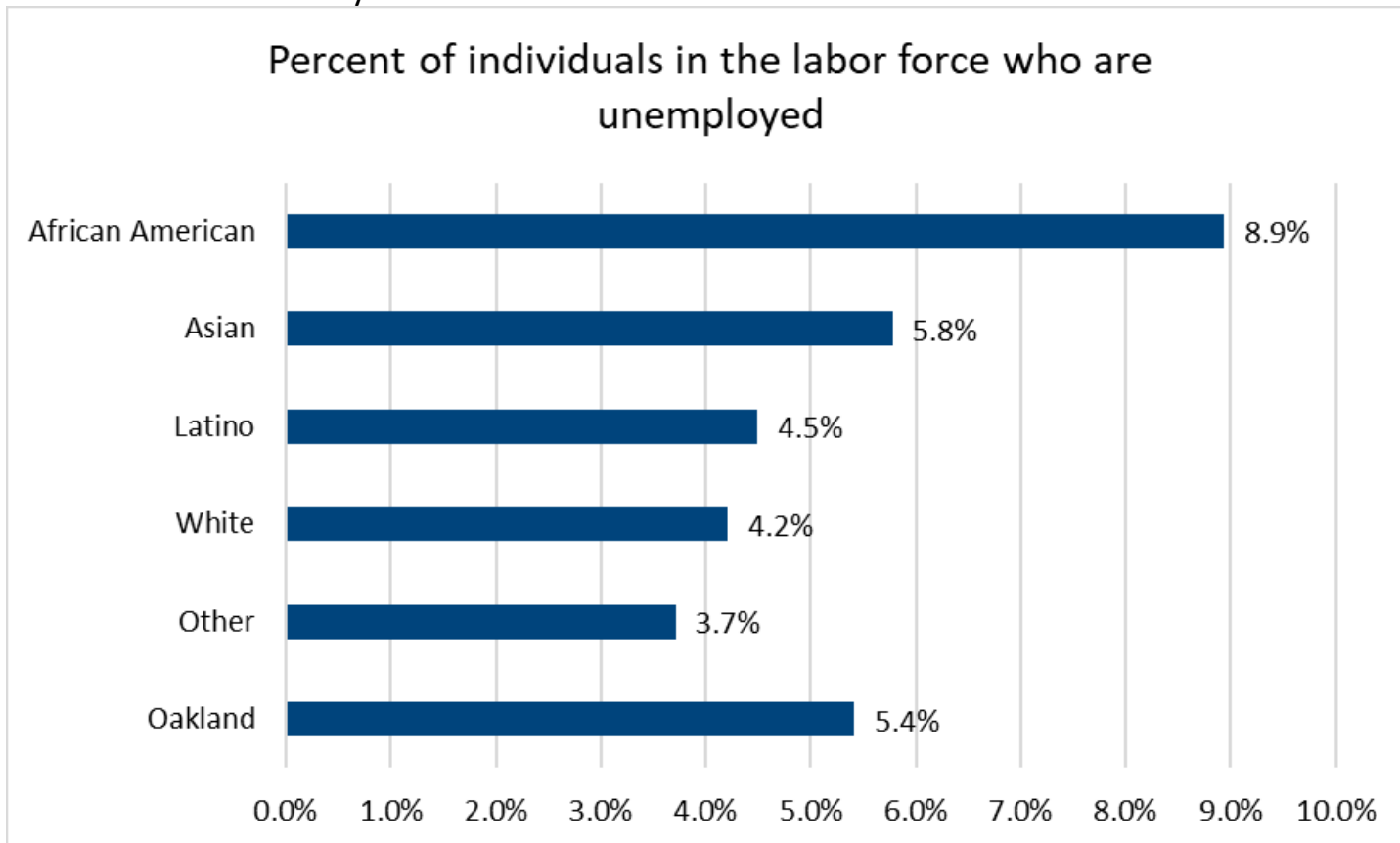
Ratio between the unemployment rates for African Americans and Whites

### *What is measured?*

Unemployment is measured by the percent of the labor force that is unemployed. The labor force includes all individuals aged 16 and older who are either employed or unemployed and looking for work.

### *Why is this important?*

Employment provides the means to participate in the economy and reduces the likelihood of living in poverty. Nationally, unemployment rates are higher among African Americans than their White counterparts. Furthermore, the African American unemployment rate rose more than the rate for Whites during the Great Recession and has been slower to fall as the economy has recovered.



## Economy: Financial Health - Median Household Income

Score: 34 Ratio: 2.93

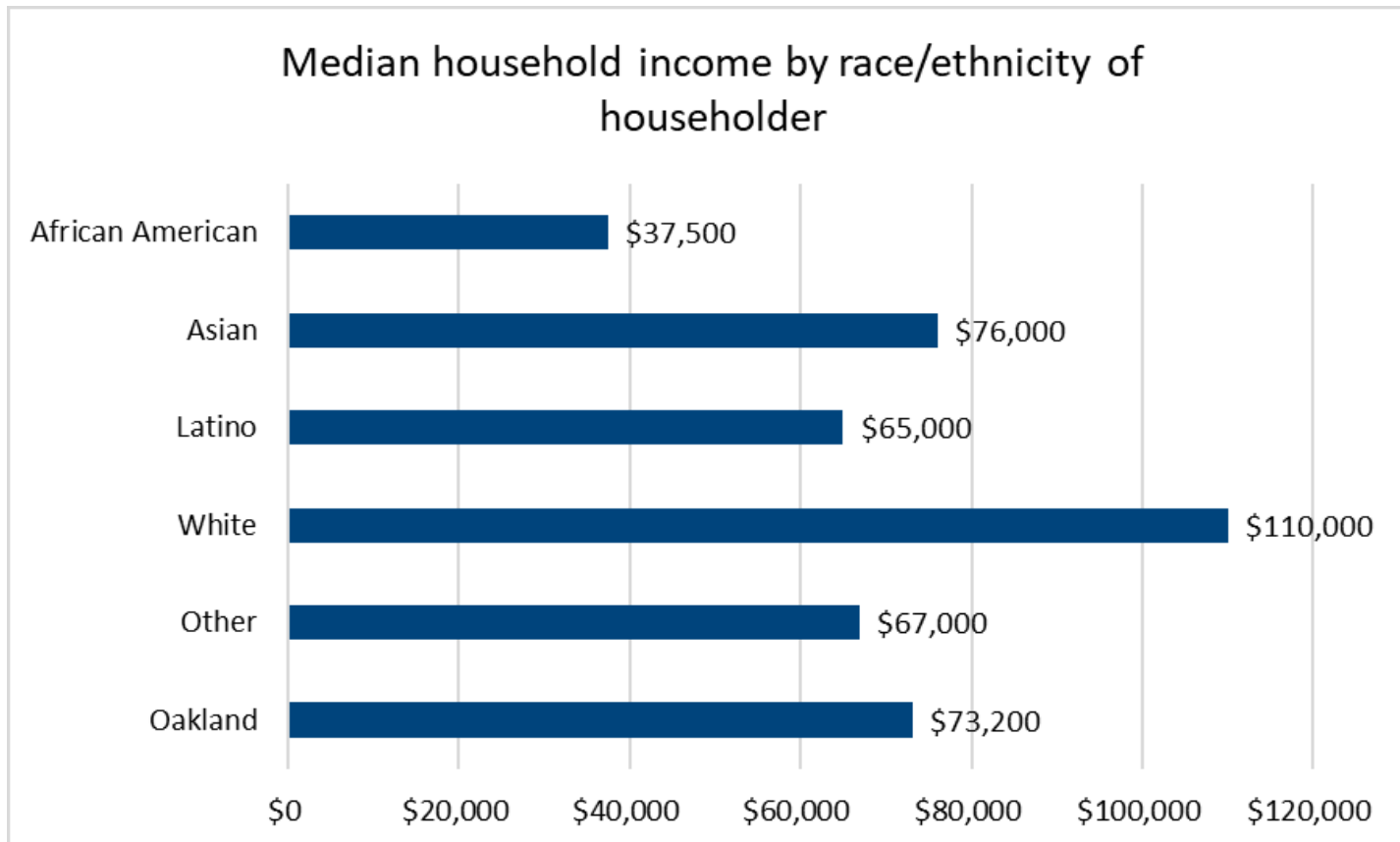
Ratio between the median incomes for White and African American households

### *What is measured?*

This Indicator measures median household income by the race/ethnicity of householders.

### *Why is this important?*

Median household income is a measure often used by economists to capture how a typical household is faring in a particular area. It is also used to guide certain public policies, including the eligibility requirements for affordable housing. Income is directly tied to many other economic indicators, including poverty, unemployment, educational attainment, and job quality. Differences in median household income may point to disparities in these and other areas.



## Economy: Financial Health - Poverty

Score: 33 Ratio: 3.09

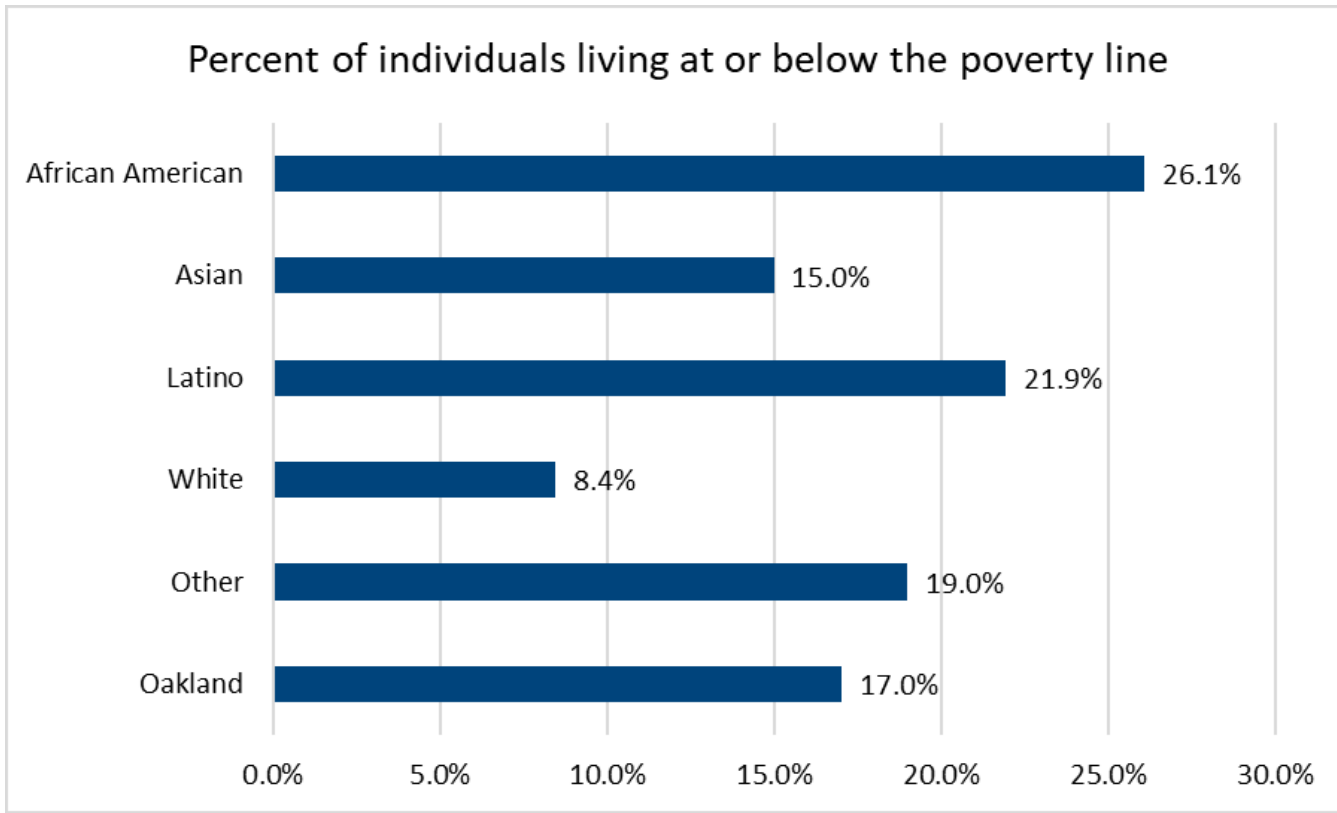
Ratio between the percent of African Americans and Whites who are living in poverty

### *What is measured?*

This Indicator measures the percent of the population living at or below the federal poverty level, as defined by the U.S. Department of Health and Human Services.

### *Why is this important?*

Individuals and families living in poverty struggle financially but also forego basic necessities in order to make ends meet. Individuals living in poverty may experience hunger, live in low-quality housing, and decide not to seek medical care. Intergenerational poverty can further limit access to opportunity and economic mobility. In addition, when poverty is concentrated geographically, the negative effects on health and wellbeing are compounded at the neighborhood and community level.



## Economy: Job Quality - Employment in High Wage Industries

Score: 54 Ratio: 1.65

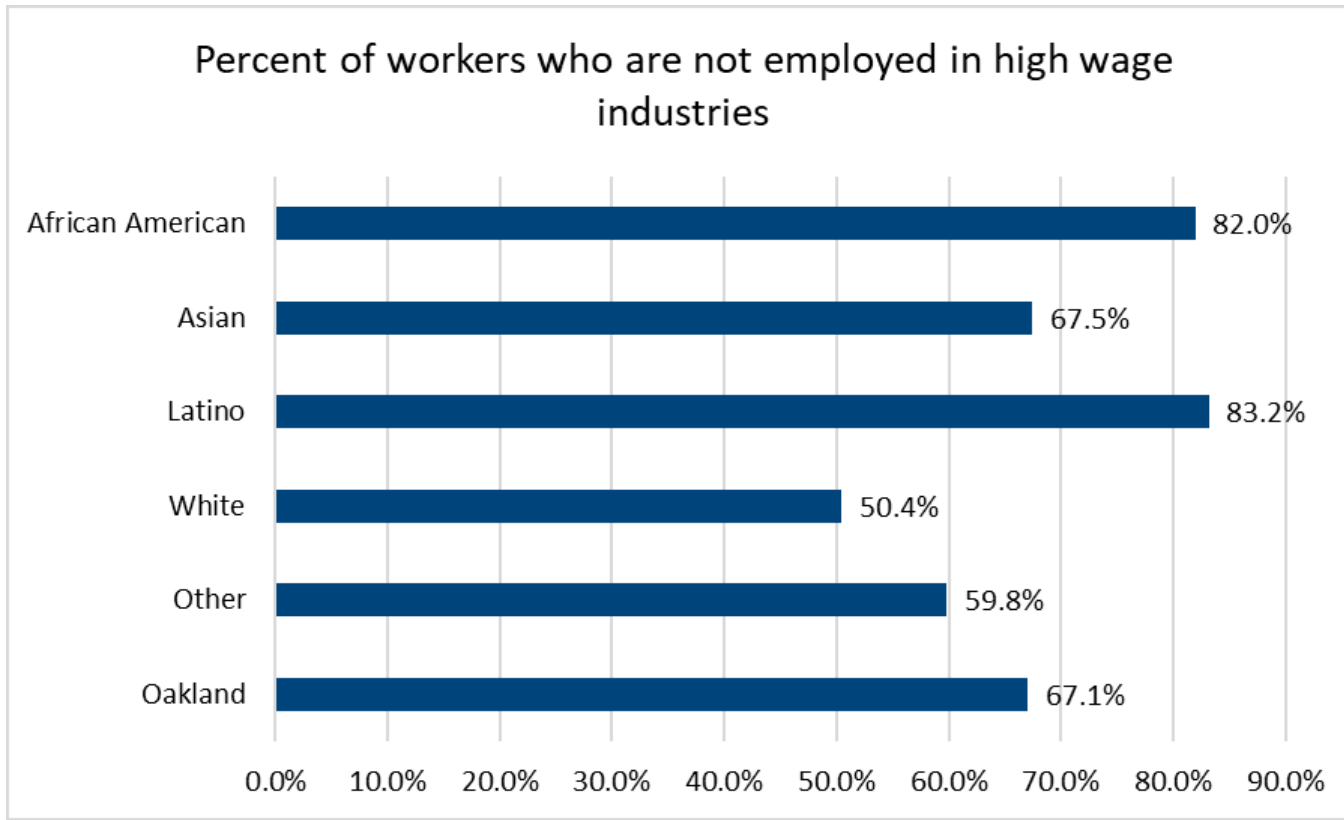
Ratio between the percent of Latino and White workers who are not employed in high wage industries

### *What is measured?*

This Indicator is measured by the percent of employed individuals who are not employed in industries with a mean annual wage of at least \$80,000.

### *Why is this important?*

Employment in high wage industries is an important measure of what kinds of jobs are accessible to individuals of different racial and ethnic groups. Limited access to jobs in high wage industries may be due to several factors, including a mismatch between available jobs and required education or training, discrimination, and other limiting factors that may also contribute to differences in access to quality jobs and overall employment rates.



## Economy: Job Quality - Living Wage

Score: 29 Ratio: 3.79

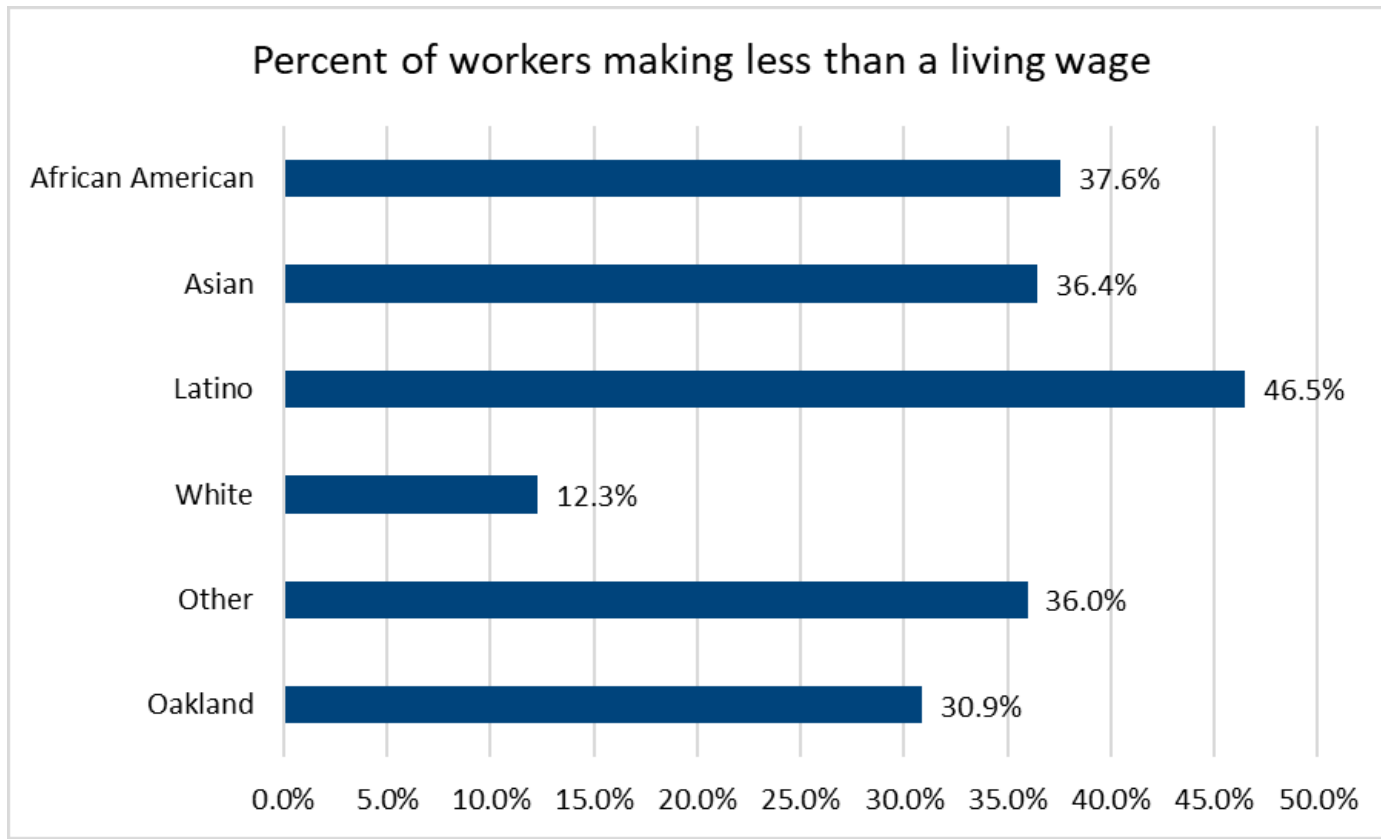
Ratio between the percents of Latino and White workers who make less than the living wage

### ***What is measured?***

This Indicator measures the hourly wage for all workers ages 16 and older and compares it to the 2016 Oakland living wage (\$14.86 per hour). Hourly wages are calculated by dividing the total person's earnings by the product of the weeks worked and the usual hours worked per week during the past 12 months.

### ***Why is this important?***

Living wage is the wage that is necessary to maintain a typical standard of living in a particular place. It is the minimum income that represents the fine line between financial independence and the need to seek out public assistance. Living wage standards are sometimes set by local government to take into account higher costs of living, and they are higher than the state or federal minimum wage.



**Economy: Job Quality- Participation in Workforce Development Programs**

**Score: 72 Ratio: 1.27**

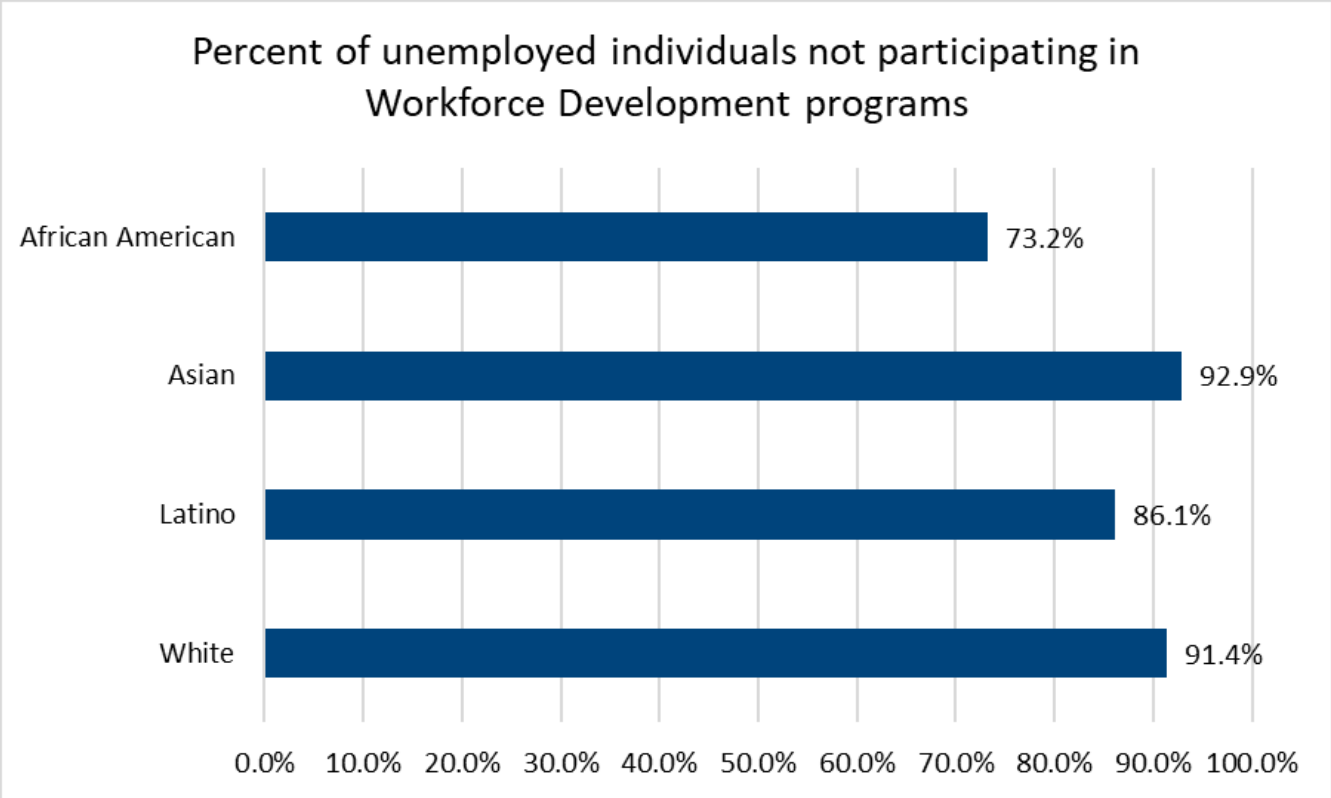
Ratio between the percent of unemployed Asian and African American Oaklanders who did not participate in the City’s Workforce Development Program

**What is measured?**

This Indicator measures the percent of the unemployed population (ages 16 and up) in Oakland by race/ethnicity who *did not* participate in the City of Oakland’s Workforce Development program between 7/1/2016 and 6/30/2017. The percent that *did* participate for each race/ethnicity is calculated by dividing number of participants of that race/ethnicity by the number of unemployed people in the labor force in Oakland of that race/ethnicity.

**Why is this important?**

The City of Oakland’s Workforce Development programs are a resource for job seekers. Job seekers are assigned a case worker and given supports to secure a job (such as a comprehensive assessment and individual employment plan).



# OWDB Data

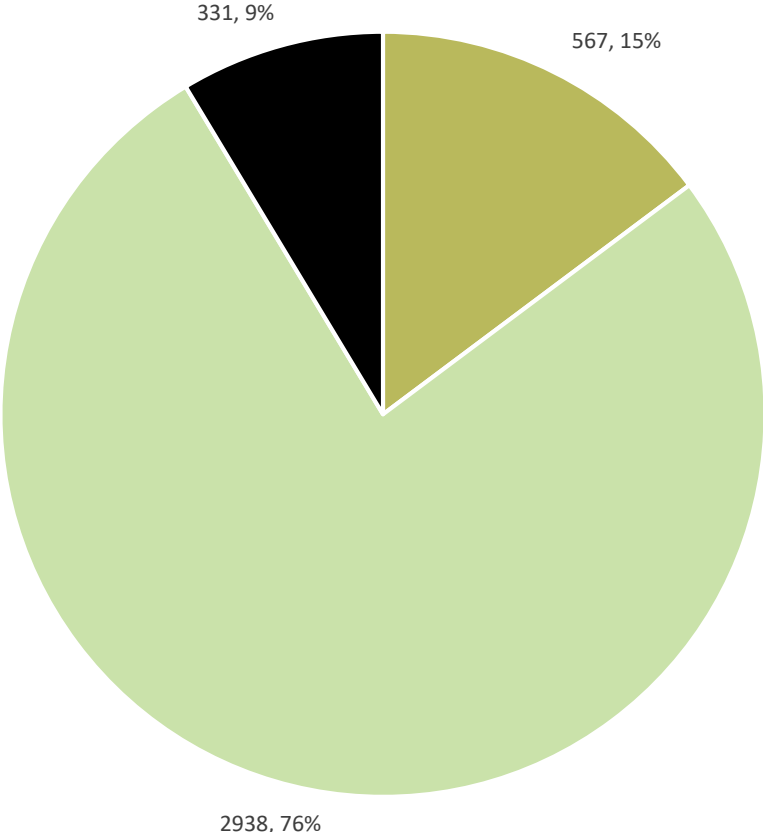


# WIOA Enrollments (2014-2018)

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Enrolles by Area

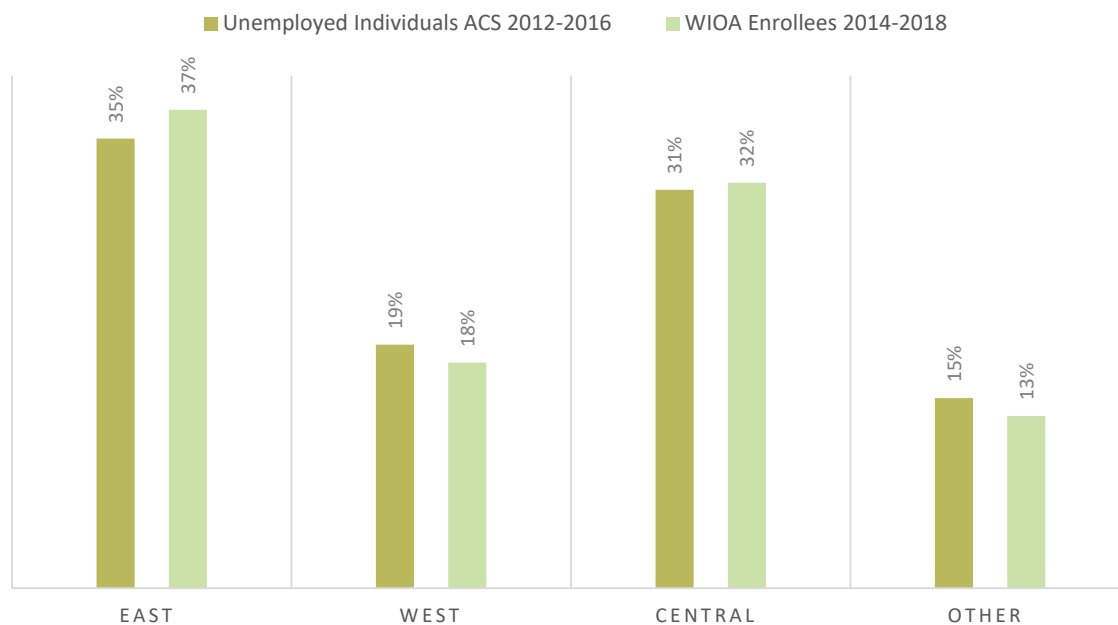
■ Alameda ■ Oakland ■ Other Citites





# WIOA Enrollments (2014-2018)

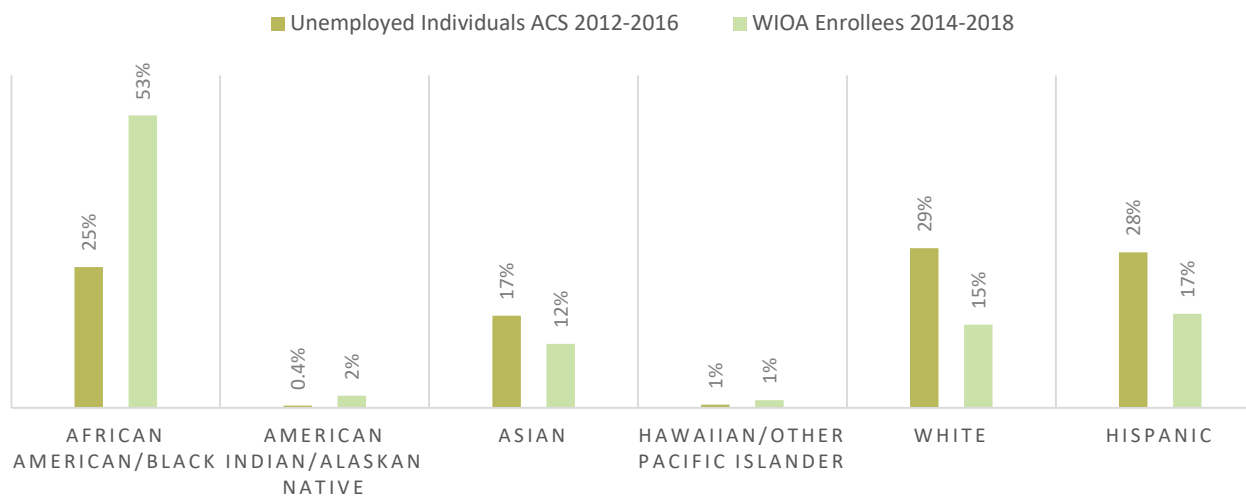
## WIOA ENROLLMENTS BY AREA OF OAKLAND



	Unemployed Individuals ACS 2012-2016		WIOA Enrollees 2014-2018	
		%		%
East	7,646	35%	1,086	37%
West	4,143	19%	512	18%
Central	6,777	31%	921	32%
Other	3,232	15%	391	13%
<b>Totals</b>	<b>21,798</b>	<b>100%</b>	<b>2,910</b>	<b>100%</b>

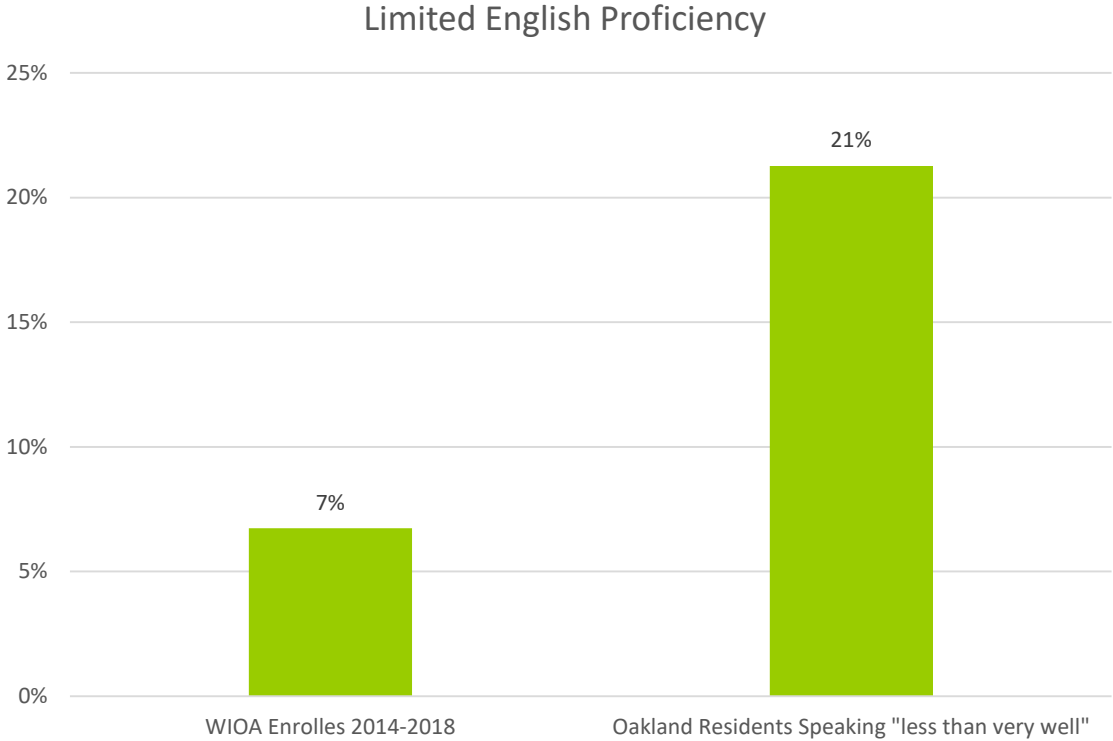
# WIOA Enrollments (2014-2018)

## WIOA ENROLLMENTS BY RACE



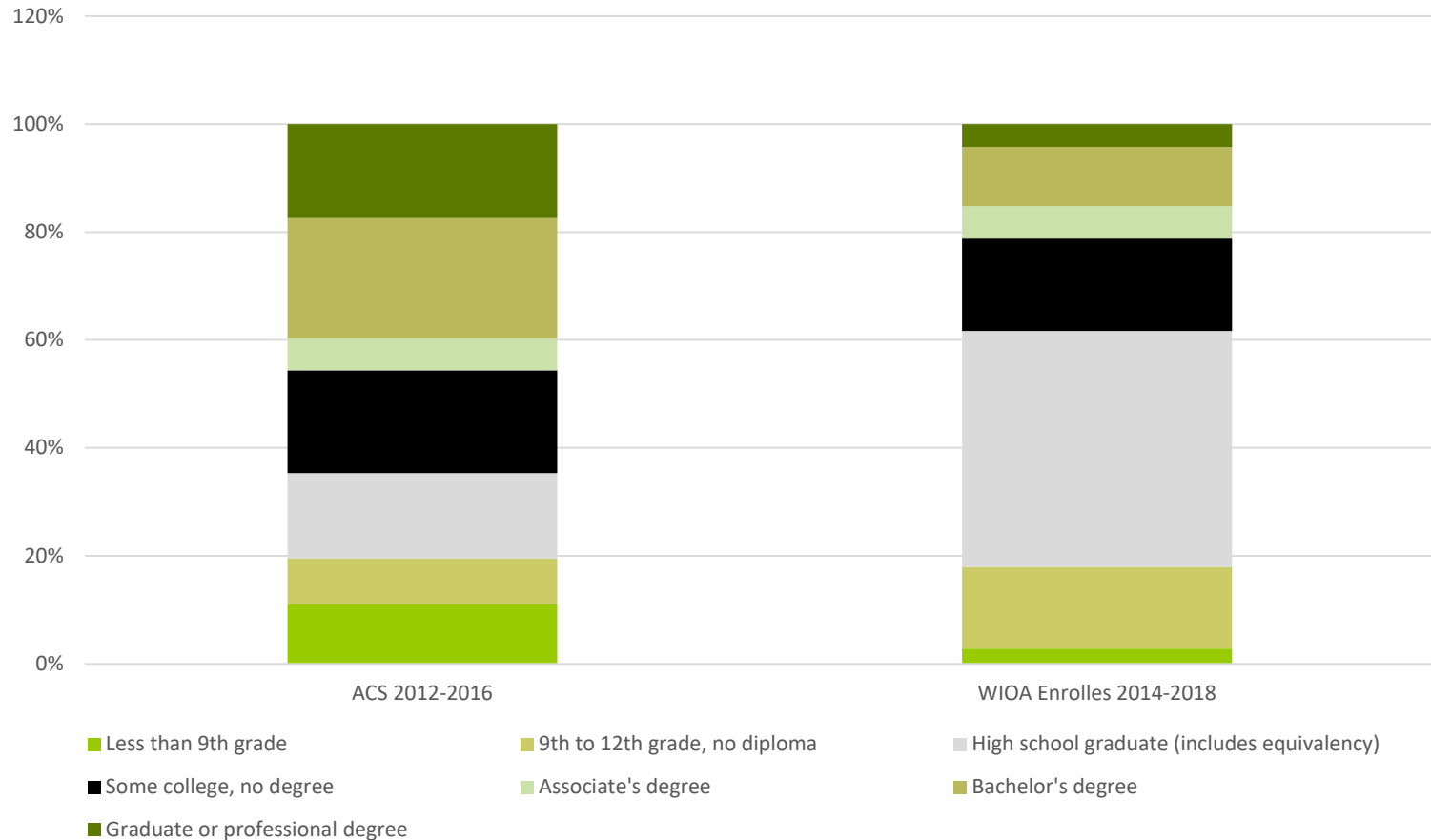
	Unemployed Individuals ACS 2012-2016		WIOA Enrollees 2014-2018	
		%		%
African American/Black	99,471	53%	2,132	25%
American Indian/Alaskan Native	1,592	2%	89	0.4%
Asian	65,223	12%	467	17%
Hawaiian/Other Pacific Islander	2,278	1%	58	1%
White	112,685	15%	608	29%
Hispanic	109,919	17%	686	28%
<b>Totals</b>	<b>391,168</b>	<b>100%</b>	<b>4,040</b>	<b>100%</b>

# WIOA Enrollments (2014-2018)



# WIOA Enrollments (2014-2018)

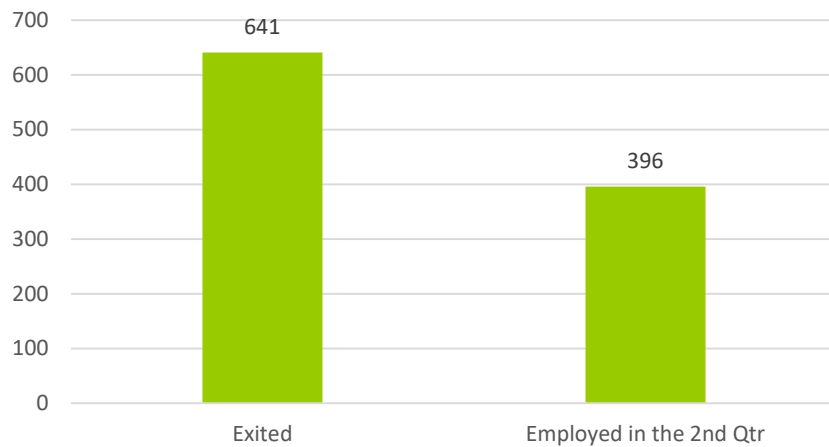
Educational Attainment



# (Prelim.) Outcome Data (2014-2018)

## Employment - East Oakland

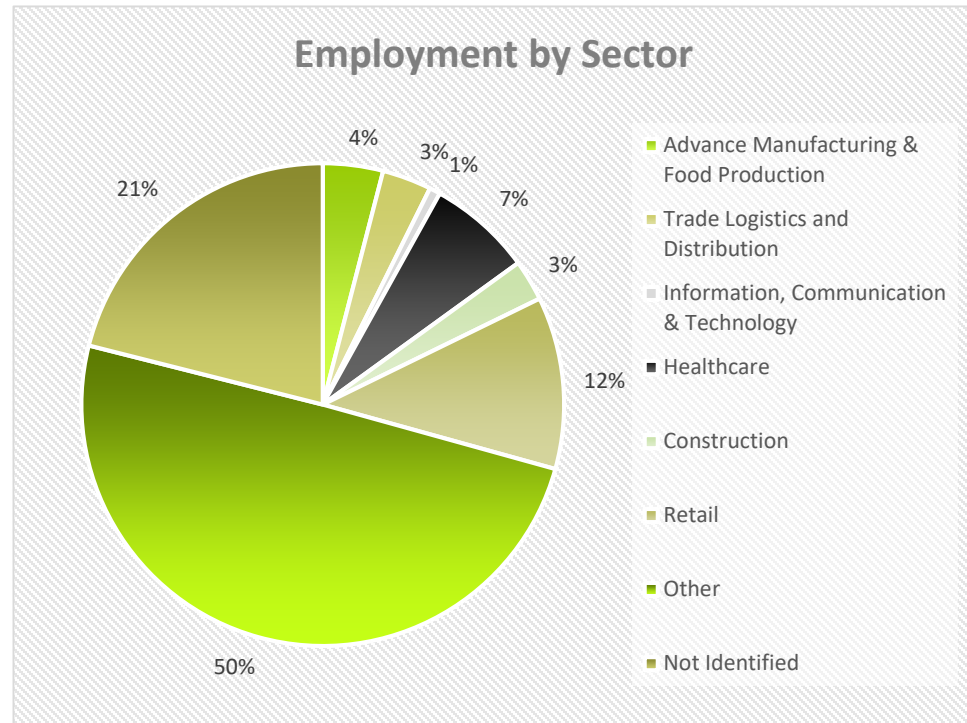
### Placed in Employment



62% of exiters employed in the 2<sup>nd</sup> quarter after exit

Median Wage:  
\$15.00

### Employment by Sector



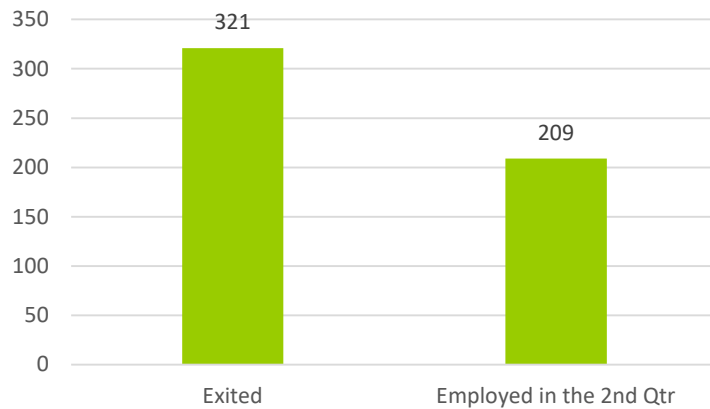
#### Top 5 Industries in "Other"

- Temporary/Employment Agencies
- Security Guards and Patrol Services
- Elementary and Secondary Schools
- Vocational Rehabilitation Services
- Full-service restaurants

# (Prelim.) Outcome Data (2014-2018)

## Employment - West Oakland

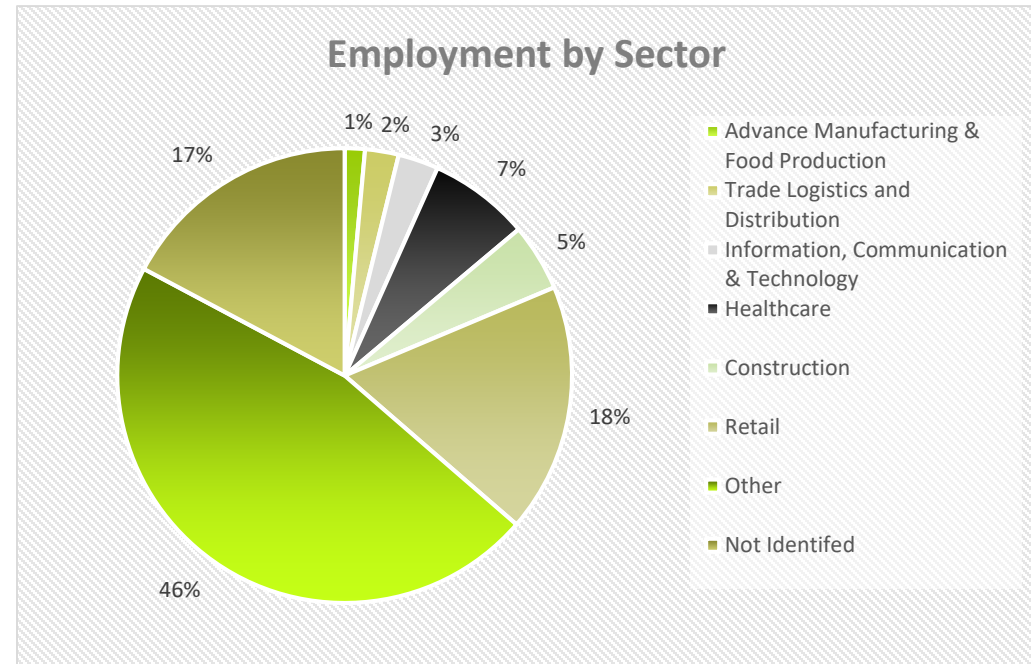
Placed in Employment



65% of exiters employed in the 2<sup>nd</sup> quarter after exit

Median Wage:  
\$15.00

Employment by Sector



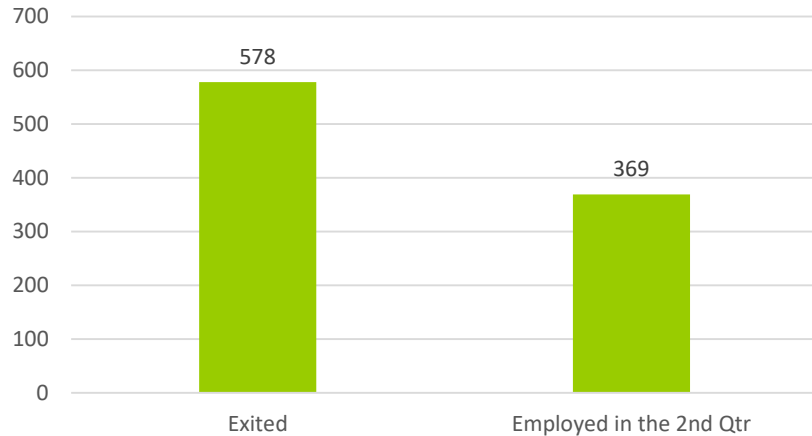
**Top 5 Industries in "Other"**

- Security Guards and Patrol Services
- Temporary/Employment Agencies
- Elementary and Secondary Schools
- Private Mail Centers
- Vocational Rehabilitation Services

# (Prelim.) Outcome Data (2014-2018)

## Employment - Central Oakland

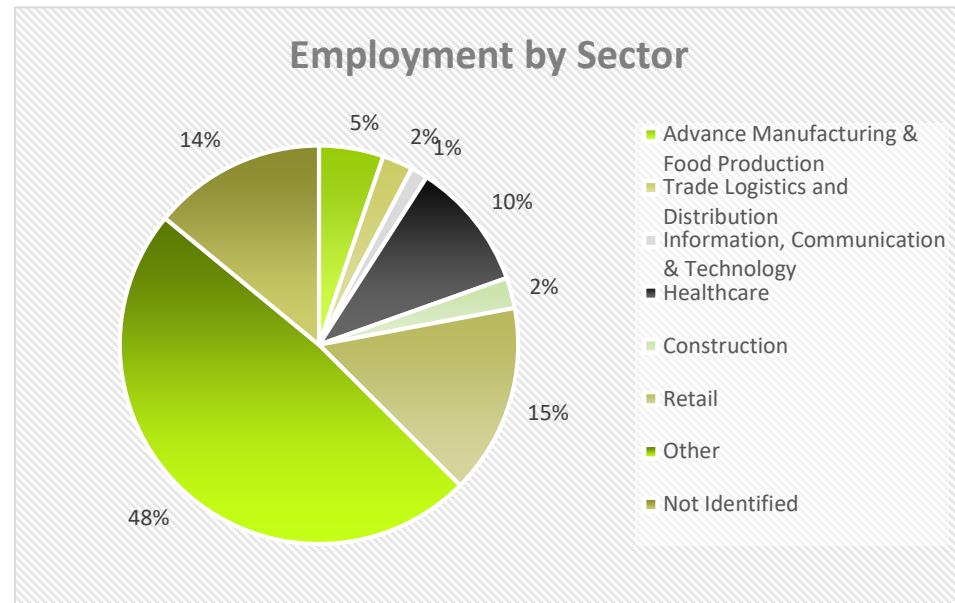
Placed in Employment



64% of exiters employed in the 2<sup>nd</sup> quarter after exit

Median Wage:  
\$15.00

Employment by Sector



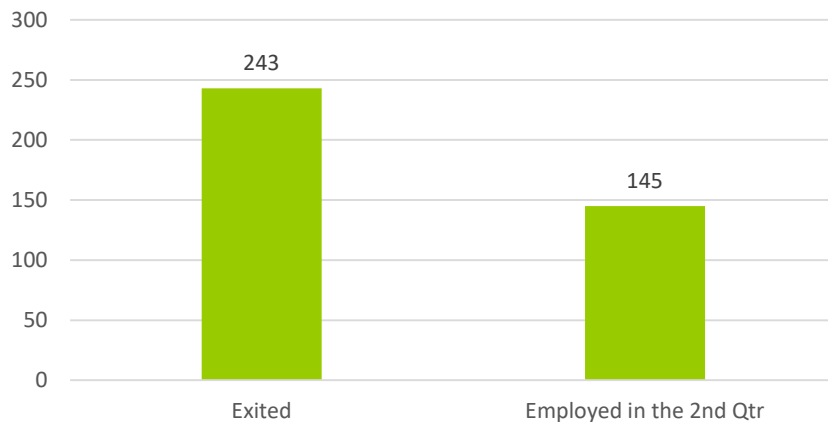
**Top 5 Industries in "Other"**

- Security Guards and Patrol Services
- Vocational Rehabilitation Services
- Elementary and Secondary Schools
- Employment Placement Agencies
- Accommodation and Food Services

# (Prelim.) Outcome Data (2014-2018)

## Employment - Other Oakland

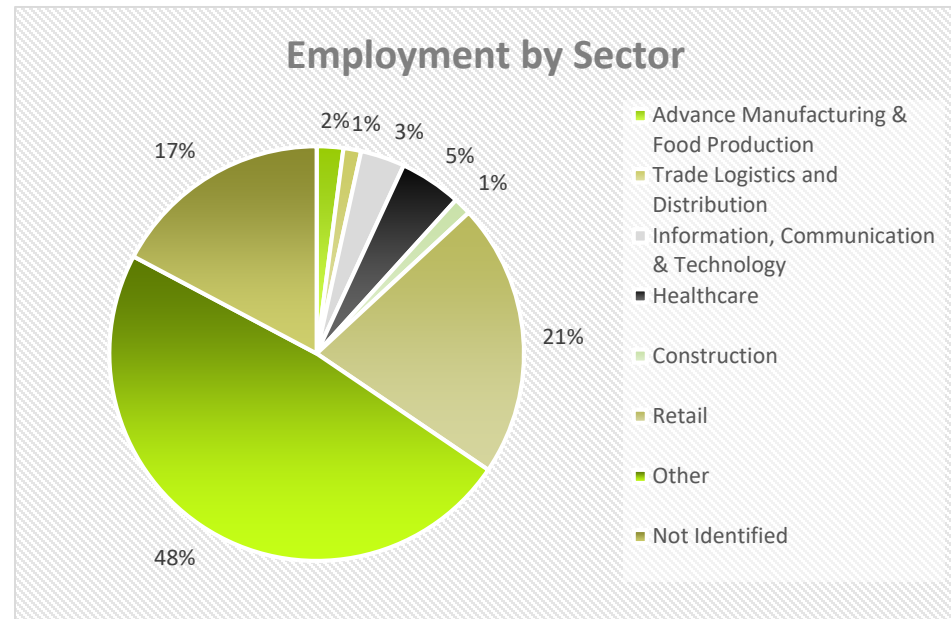
### Placed in Employment



60% of exiters employed in the 2<sup>nd</sup> quarter after exit

Median Wage:  
\$14.00

### Employment by Sector



#### Top 5 Industries in "Other"

- Fine Arts Schools
- Temporary Help Services
- Security Guard and Patrol Services
- Elementary and Secondary Schools
- Food Service Contractors



# (Prelim.) Outcome Data (2014-2018)



# Draft Equity Outcomes – Workforce

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- 1) What condition of well-being does the Board want in our community (results)?
- 2) What would these conditions look like if we achieved them (make them vivid)?
- 3) What measures might we use to quantify these conditions (indicators)?

# Next Steps/Moving Forward

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- 1) Draft Plan for outreach to members of groups most impacted by disparities – Sept
- 2) Convene information gathering sessions/forums (Sept/Oct) to explore:
  - a. Root causes of disparities/barriers to access
  - b. Their perspective on equitable outcomes
  - c. Specific ideas/suggestions they might have
- 3) Repeat above steps with partner businesses and service providers (one session)
- 4) Bring on planning consultant to assist with facilitation, gathering, analyzing and writing up findings from outreach sessions (Oct.)
- 5) Review previous RFP for gaps or inconsistencies with Equity Outcomes, what was learned from outreach sessions about root causes and perceptions from those most impacted and other stakeholders
- 6) Draft revised RFP to address gaps/inconsistencies



## City of Oakland Workforce Development Board (OWDB) Strategic Plan – 2017-2020

In accordance with requirements under the Workforce Innovation and Opportunity Act (WIOA), and as directed by the California Workforce Development Board (CWDB), the OWDB has developed a strategic plan for the period 2017-2020.

### Vision Statement:

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

### Mission Statement:

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

The plan is organized around four (4) priority goal areas that align with seven (7) state strategies as follows:

### **Priority Goals:**

- **Adult Services Goal:** Lead and support key citywide and regional innovations and partnerships that advance the economic security and resilience of Oakland's most vulnerable workers and residents.
- **Business Services Goal:** Align and mobilize a distributed network of business service providers within the City of Oakland to deploy resources that support a robust local economy and business climate offering an abundance of high quality jobs.
- **Youth Services Goal:** Work with public, private, and community-based organizations and key local initiatives to empower disconnected young people in the City of Oakland to access meaningful employment opportunities.
- **Workforce System Goal:** Position the Oakland Workforce Development Board to lead and support citywide and regional efforts that strengthen local and regional economic prosperity and increase equity.

### **State Strategies:**

- Sector Strategies
- Career Pathways
- Utilizing "Earn and Learn" Strategies
- Organizing Regionally
- Providing Supportive Services
- Building Cross-System Data Capacity
- Integrating Services and Braiding Resources

## OWDB 2017-2020 Strategic Plan – Community Feedback from Original Planning Process

- **Adult Services**
  - Duplicative services across the city
  - Improve alignment of job training to real business needs
  - Strengthen supported employment opportunities & supports
  
- **Business Services**
  - Lots of organizations providing services; quality control?
  - Small Business needs require specific approaches (bring resources to them, use existing channels & networks)
  - Upskilling strategies can help existing workers obtain better opportunities and enable new workers to find good jobs
  - Strategy to communicate successes & develop new business leads
  - Take a stronger role in leading efforts to hire Oaklanders for good local jobs
  
- **Youth Services**
  - Facilitate navigation of services for youth in Oakland
  - Strengthen focus on populations with highest level of need
  - Youth ownership in system design & services
  
- **System Alignment & Coordination**
  - Populations: who are we trying to reach?
  - Neighborhoods: which communities are we focusing support?
  - Sectors: what business/industry sectors are creating the best opportunities for Oakland residents?

## OWDB 2017-2020 Strategic Plan – Staff Self-Assessment

### Strategic Plan Area:    **Adult Services**

Accomplishments & Progress on Implementation	Areas for Growth /Improvements
<ul style="list-style-type: none"> <li>• Better coordination across the city (OFCY, Oakland Unite, Race &amp; Equity)</li> <li>• Stronger provider relationships (both adult and youth)</li> </ul>	<ul style="list-style-type: none"> <li>• Formalized training &amp; funding strategy for career centers</li> <li>• Plan of action for career centers to be more involved with community-based partners, including faith community that are reaching priority populations</li> <li>• Supportive services – greater flexibility &amp; resources to meet changing needs</li> <li>• Training funds – develop more comprehensive strategy around approaches &amp; priorities</li> </ul>

### Strategic Plan Area:    **Business Services**

Accomplishments & Progress on Implementation	Areas for Growth /Improvements
<ul style="list-style-type: none"> <li>• Better coordination with local &amp; regional business-serving organizations</li> <li>• Driving changes in business services implementation</li> <li>• Participation in regional industry sector partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Better alignment with business services organizations</li> <li>• Improvements in communications &amp; marketing</li> <li>• Strengthen connections of job seekers to in-demand programs/training opportunities</li> </ul>

### Strategic Plan Area:    **Youth Services**

Accomplishments & Progress on Implementation	Areas for Growth /Improvements
<ul style="list-style-type: none"> <li>• Coordination with OUSD on employer matches for summer jobs</li> <li>• Successful youth summer jobs grants</li> </ul>	<ul style="list-style-type: none"> <li>• Better system for summer youth employment</li> <li>• Focus more on disconnected youth - numbers for African American and Latino youth are proportionately higher</li> <li>• More to do with PCCD and OUSD (focus on ISY vs. OSY)</li> </ul>

### Strategic Plan Area:    **System Alignment & Coordination**

Accomplishments & Progress on Implementation	Areas for Growth /Improvements
<ul style="list-style-type: none"> <li>• Improved/strengthened partnerships with OUSD, PCCD</li> <li>• Improved performance with compliance, monitoring, and policy development</li> <li>• Oakland Workforce Collaborative (OWC) formation</li> <li>• OWDB – stronger credibility, increased transparency, strategic leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Board development – improve support for members</li> <li>• Improved oversight of underperforming programs/providers</li> <li>• Improved reporting of key indicators &amp; outcomes that measure impact</li> <li>• Need to increase revenues &amp; diversify sources</li> </ul>

## **DRAFT EQUITY OUTCOMES**

Start at the end to determine what you want to achieve and work backwards to the means.

1. What condition of well-being does the Board want in our community (results)?
2. What would these conditions look like if we achieved them (make them vivid)?
3. What measures might we use to quantify these conditions (indicators)?

## **PROPOSED PROCESS STEPS**

1. Draft Plan for outreach to members of groups most impacted by disparities **September 2018**.
2. Convene information gathering sessions/forums **October/November 2018** to explore:
  - a. Root cause of disparities/barriers to access
  - b. Their perspective on equitable outcomes
  - c. Specific ideas/suggestions they might have
3. Repeat process with partner businesses and service providers **October/November 2018**.
4. Bring on planning consultant to assist with facilitation, gathering, analyzing and writing up findings from outreach sessions late **October 2018**.
5. Review previous RFP for gaps or inconsistencies with Equity Outcomes, what was learned from outreach sessions about root causes and perceptions from those most impacted and other stakeholders **November/December 2018**.
6. Draft revised RFP to address gaps/inconsistencies **December 2018/January 2019**.

## **HOW MIGHT BOARD MEMBERS BE INVOLVED IN PROCESS GOING FORWARD?**

1. Brainstorm
2. Questions/clarification
3. Commitments