



**OAKLAND  
WORKFORCE DEVELOPMENT BOARD  
SPECIAL MEETING**

**Friday, March 19, 2021**

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

**Oakland Workforce Development Board  
2021 Meeting Calendar  
Teleconference  
8:30am-11:00am**

<b>Thursday - February 4, 2021</b>	<b>Regular Meeting</b>
<b>Friday - March 19, 2021</b>	<b>Executive Committee Meeting (canceled)</b>
<b>Thursday - May 6, 2021</b>	<b>Regular Meeting</b>
<b>Friday - June 18, 2021</b>	<b>Executive Committee Meeting</b>
<b>Thursday - August 5, 2021</b>	<b>Regular Meeting</b>
<b>Friday - September 17, 2021</b>	<b>Executive Committee Meeting</b>
<b>Thursday - November 4, 2021</b>	<b>Regular Meeting</b>
<b>Friday - December 17, 2021</b>	<b>Executive Committee Meeting</b>

**Dates and time subject to change**

## OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)

### SPECIAL MEETING NOTICE

Teleconference  
Friday, March 19, 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:

<https://zoom.us/j/94035969386> 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 or iPhone one-tap : US:

+14086380968,,94035969386# or +16699006833,,94035969386# Or Telephone: Dial(for higher quality, dial a number based on your current location): 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: 940 3596 9386. International numbers available: <https://zoom.us/u/adksqIZmLZ>.

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](mailto:Ldial@oaklandca.gov).

**OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)**

**SPECIAL MEETING NOTICE**

Teleconference

Friday, March 19, 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

**II. ACTION ITEMS**

- a. Local Area Subsequent Designation and Local Area Board Certification
- b. Transformative Climate Communities Funds
- c. 2021-2024 Local and Regional Plan

**III. DISCUSSION ITEM**

- a. Preliminary Fiscal Year 2021/2022 Budget

**IV. PUBLIC FORUM**

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

**V. STAFF REPORTS**

**VI. ANNOUNCEMENTS**

**VII. CLOSING REMARKS & ADJOURN**

**NEXT SCHEDULED REGULAR MEETING  
THURSDAY, MAY 6, 2021 – 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 II.a. – ACTION

**To: Oakland Workforce Development Board**

**From: OWDB Staff**

**Date: March 19, 2021**

**Re: Local Area Subsequent Designation and Local Area Board Certification**

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### **RECOMMENDATION**

That the Oakland Workforce Development Board:

1. Approve the attached Application for Local Area Subsequent Designation and Local Workforce Development Board Recertification under the Workforce Innovation and Opportunity Act (WIOA).
2. Authorize the Chair to sign the application and forward to the Mayor for signature and submission to the State.

### **BACKGROUND:**

The WIOA Sections 106 and 107 provide criteria for subsequent designation of Local Areas and recertification of Local Boards. Specifically, WIOA Section 106 requires the Governor to designate Local Areas within the state and WIOA Section 107 requires the Governor to certify one Local Board for each Local Area.

According to WIOA Section 106, a Local Area must have performed successfully, sustained fiscal integrity, and engaged in the regional planning process to receive subsequent designation. According to WIOA Section 107, a Local Board must have performed successfully, sustained fiscal integrity, and met membership requirements to receive recertification.

The application for Local Area subsequent designation and Local Board recertification is combined into one and, if approved, will be effective July 1, 2021 - June 30, 2023.

WIOA Section 106 required Local Areas to apply for initial designation and the Governor to approve requests for Local Areas that were designated as a Local Area under Workforce Investment Act, had performed successfully, and had sustained fiscal integrity. After the period that a Local Area was initially designated, WIOA Section 106 calls for a subsequent designation process and requires the Governor to approve a request for any subsequent designation from a Local Area, if the area performed successfully, sustained fiscal integrity, and engaged in the regional planning process as described in Section 106 (c)(1).

WIOA Section 107 provides criteria for the recertification of Local Boards. Specifically, it requires the Governor to certify one Local Board for each Local Area in the state once every two years. It states that, in order to be recertified, the Local Board must have met WIOA membership requirements, met or exceeded performance accountability measures, and achieved sustained fiscal integrity.

WIOA Membership Requirement-Not Met

Of the (19) required seats, (6) are vacant. The Economic Development, Higher Education, and (3) Business Seats are vacant. We are in the process of vetting a candidate for the vacant Labor Seat.

*Corrective Action:*

Develop an Ad Hoc Board Development Committee to plan and actively recruit new Board Members.

Performance Accountability Measures-Met

The OWDB met its local area performance.

Sustained Fiscal Integrity-Met

The OWDB has sustained fiscal integrity.

**ATTACHMENTS:**

II.a.1. WSD-20-06 - Subsequent Designation and Local Board Recertification

II.a.2. Application for Subsequent Local Area Designation and Local Board Recertification Program Year 2021-2024

## LOCAL AREA SUBSEQUENT DESIGNATION AND LOCAL BOARD RECERTIFICATION

### EXECUTIVE SUMMARY

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This policy provides the guidance and establishes the procedures regarding subsequent designation of Local Workforce Development Areas (Local Area) and recertification of Local Workforce Development Boards (Local Board) under the *Workforce Innovation and Opportunity Act* (WIOA), and is effective on the date of issuance.

This policy applies to all current Local Areas interested in receiving subsequent designation and all current Local Boards interested in receiving recertification under WIOA.

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

This Directive finalizes Workforce Services Draft Directive Local Area Subsequent Designation and Local Board Recertification (WSDD-219), issued for comment on December 7, 2020. The Workforce Development Community submitted two comments during the draft comment period. A summary of comments, and all changes made as a result of those comments, is provided as Attachment 2.

This policy supersedes Workforce Services Directive (WSD) Subsequent Local Area Designation and Local Board Recertification (WSD18-14), dated May 16, 2019. Retain this Directive until further notice.

### REFERENCES

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- WIOA (Public Law 113-128) Sections 106 and 107
  - Title 2 Code of Federal Regulations (CFR) Part 200: “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards” (Uniform Guidance)
  - Title 2 CFR Part 2900: “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards” [Department of Labor (DOL) Exceptions]
  - California Unemployment Insurance Code Section 14202

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

- WSD20-05, Regional and Local Planning Guidance for 2021-2024 (January 29, 2021)
- WSD14-10, Initial Local Area Designation and Local Board Certification under WIOA (February 20, 2015)

## BACKGROUND

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The WIOA Sections 106 and 107 provide criteria for subsequent designation of Local Areas and recertification of Local Boards. Specifically, WIOA Section 106 requires the Governor to designate Local Areas within the state and WIOA Section 107 requires the Governor to certify one Local Board for each Local Area.

According to WIOA Section 106, a Local Area must have performed successfully, sustained fiscal integrity, and engaged in the regional planning process in order to receive subsequent designation. According to WIOA Section 107, a Local Board must have performed successfully, sustained fiscal integrity, and met membership requirements in order to receive recertification.

The application for Local Area subsequent designation and Local Board recertification is combined into one and, if approved, will be effective July 1, 2021 - June 30, 2023.

## POLICY AND PROCEDURES

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The unanticipated economic impact of the COVID-19 pandemic and related shutdowns has made it necessary to provide state imposed flexibility on some of the definitions outlined below for this round of Local Area subsequent designation and Local Board recertification. However, as California moves forward in responding to, and ultimately recovering from the pandemic, the California Workforce Development Board (CWDB) intends to look at ways to better align the workforce development system with industry and labor needs in order to address skills gaps for the future by investing in training that leads to meaningful employment.

### Definitions

*Membership Requirements* – The Local Board is in compliance with the membership requirements outlined under WIOA Section 107(b).

***Performed Successfully*** — ***The Local Area has met 80 percent of their negotiated performance goals in Program Year (PY) 2018-19 or PY 19-20 for the following indicators:***

- ***Employment Rate 2<sup>nd</sup> Quarter After Exit***
- ***Median Earnings***

*Sustained Fiscal Integrity* — The Local Area hereby certifies that it has not been found in violation of one or more of the following during PY 18-19 or PY 19-20:

- *Final determination of significant finding(s)* from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any WIOA requirement.
- *Gross negligence* – Defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- *Failure to observe accepted standards of administration* – Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 2 CFR Part 200.

***Engaged in Regional Planning — The Local Area has participated in and contributed to regional planning, regional plan implementation, and regional performance negotiations.***

### **Application Process**

In order for a Local Area to request subsequent designation and a Local Board to request recertification, the local Chief Elected Official (CEO) and the Local Board Chair must complete and sign the Local Area Subsequent Designation and Local Board Recertification Application for PY 21-23 (Attachment 1).

The completed application must be submitted electronically to the CWDB no later than 5 p.m. by March 31, 2021, to [CWDBPolicyUnit@cwdb.ca.gov](mailto:CWDBPolicyUnit@cwdb.ca.gov). Please place the title “Local Area Subsequent Designation and Local Board Recertification Application” in the subject line.

Due to COVID-19, electronic signatures will be permitted for the PY 21-23 application.

Note – Some Local Areas may be unable to obtain local CEO approval by the submission deadline (e.g., due to the scheduling of their respective board meetings). If so, the Local Area may submit an unsigned copy of the application with an explanation for the absent signature(s) and the date by which the signed original will be sent. Local Areas will not receive full subsequent designation status until a signed application is received.

### ***Assessment of the Application***

The CWDB, in coordination with the Employment Development Department, will verify the information provided in the application to ensure the required criteria is met. The CWDB will then determine whether to recommend approval, conditional approval, or denial of the application. The local CEO will be notified in writing regarding the approval, conditional approval, or denial of their subsequent designation application. If subsequent designation is

conditionally approved, the local CEO must submit a “Corrective Action Plan” indicating how and when they will meet the requirements.

### **Appeal Process**

A unit of local government (or a combination of units) that has requested and been denied subsequent designation as a Local Area under WIOA may appeal the denial to the CWDB, in accordance with WIOA Section 106. An entity which has been denied subsequent designation may appeal the decision and request a hearing. An appeal and request for hearing must be emailed to the CWDB within 15 calendar days from the email date of the notice of denial of initial designation. The appeal must (1) be in writing and state the grounds for the appeal, and (2) state the reasons why the appellant should be designated. The CWDB will contact the appellant to schedule a hearing date within 15 calendar days of the receipt of the appeal. The CWDB will conduct the appeal hearing process and provide a written decision to the appellant no later than 15 calendar days after the hearing.

#### *Appeal of CWDB Decision*

A unit or combination of units of general government whose appeal has not resulted in designation as a Local Area may also appeal the denial to the Department of Labor.

### **ACTION**

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Bring this Directive to the attention of the local CEO, Local Board, and appropriate staff.

### **INQUIRIES**

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If you have any questions, contact your [Regional Advisor](#).

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

Attachments:

1. [Local Area Subsequent Designation and Local Board Recertification Application for Program Year 2021-23 \(DOCX\)](#)
2. [Summary of Comments \(DOCX\)](#)

**Local Area Subsequent Designation and  
Local Board Recertification  
Application for Program Year 2021-23**

**Local Workforce Development Area**

**CITY OF OAKLAND**

## Application for Local Area Subsequent Designation and Local Board Recertification

This application will serve as your request for Local Workforce Development Area (Local Area) subsequent designation and Local Workforce Development Board (Local Board) recertification for Program Year (PY) 2021-23 under the *Workforce Innovation and Opportunity Act* (WIOA).

If the California Workforce Development Board (CWDB) determines the application is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to this application.

City of Oakland \_\_\_\_\_

Name of Local Area

250 Frank Ogawa Plaza Ste 3315 \_\_\_\_\_

Mailing Address

Oakland, CA 94612 \_\_\_\_\_

City, State, ZIP

March 31, 2021 \_\_\_\_\_

Date of Submission

Lazandra Dial \_\_\_\_\_

Contact Person

510-238-3474 \_\_\_\_\_

Contact Person's Phone Number

## Local Board Membership

The WIOA Section 107(b)(2)(A) through (E) states the requirements for nominating and selecting members in each membership category. The WIOA Section 107(b)(2)(A) requires that business members constitute a majority of the Local Board. The chairperson shall be a business representative, per WIOA Section 107(b)(3).

The local Chief Elected Official (CEO) is required to provide the names of the individuals appointed for each category listed on the following pages and attach a roster of the current Local Board which identifies each member’s respective membership category.

*Business* – A majority of the members must be representatives of businesses in the Local Area who (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority; (ii) represent businesses, including small businesses, or organizations; and (iii) are appointed from among individuals nominated by local business organizations and business trade association (WIOA Section 107[b][2][A]).

Please identify the Local Board chairperson by typing CHAIR after their name.

Name	Title	Entity	Appointment Date	Term End Date
Polly Guy	Regional Director	Starbucks	April 1, 2021	March 31, 2023
Derreck Johnson	Owner	Chicken and Waffles	April 1, 2021	March 31, 2023
Lee McMurtray	First Vice President	California Bank and Trust	April 1, 2021	March 31, 2023
Lynn Vera	Manager, Talent Acquisition	Mettler Toledo Rainin	April 1, 2021	March 31, 2023
Zeydi Gutierrez-Chair	Public Affairs Strategic Director	AB&I Foundry	April 1, 2021	March 31, 2023

*Labor* – Not less than 20 percent of the members must be representatives of workforce within the Local Area who must include (i) representatives of labor organizations who have been nominated by state labor federations; (ii) a member of a labor organization or a training director from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area; and may include (iii) representatives of community-based organizations with demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, veterans, or individuals with disabilities; and (iv) representatives of organizations with demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth and/or out-of-school youth (WIOA Section 107[b][2][B]).

*California Unemployment Insurance Code (CUIC) Section 14202(b)(1)* further requires and specifies that at least 15 percent of Local Board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. For a local area in which no employees are represented by such organizations, other representatives of employees shall be appointed to the board, but any local board that appoints representatives of employees that are not nominated by local labor federations shall demonstrate that no employees are represented by such organizations in the local area.

Name	Title	Entity	Appointment Date	Term End Date
1. John Brauer	Executive Director, Workforce & Economic Development	California Labor Federation	April 1, 2020	March 31, 2022
2. Jason Gumataotao	Organizer/Business Representative	IBEW Local 595	April 1, 2020	March 31, 2022
3. Omar Sabeh	Business Manager	IATSE Local 107	April 1, 2021	March 31, 2023
4.				

*Education* – Each Local Board shall include representatives of entities administering education and training activities in the Local Area who must include (i) a representative of eligible providers administering WIOA Title II adult education and literacy activities; (ii) a representative of institutions of higher education providing workforce investment activities; and may include (iii) representatives of local educational agencies, and community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment (WIOA Section 107[b][2][C]).

Name	Title	Entity	Appointment Date	Term End Date
1. Gilbert Pete, Jr.	Adult Education & Literacy Coordinator	District Oakland Unified School	April 1, 2021	March 31, 2023
2.				
3.				
4.				

*Economic and Community Development* – Each Local Board shall include representatives of governmental, economic, and community development entities serving the Local Area who must include (i) a representative of economic and community development entities; (ii) a representative from the state employment service office under the *Wagner-Peyser Act*; (iii) a representative of the Vocational Rehabilitation program; and may include (iv) representatives of agencies or entities administering programs serving the Local Area relating to transportation, housing, and public assistance; (v) Representatives of philanthropic organizations serving the Local Area; and (E) individuals or representatives of entities as the local CEO in the Local Area may determine to be appropriate (WIOA Section 107[b][2][D] and [E]).

Name	Title	Entity	Appointment Date	Term End Date
1. Kalpana Oberoi	Cluster Manager	Economic Development Department	April 1, 2020	March 31, 2022
2. Carol Asch	Regional Director	California Department of Rehabilitation	April 1, 2021	March 31, 2023
3.				
4.				
5.				
6.				
7.				
8.				

### Performed Successfully

The Local Area hereby certifies that it has performed successfully, defined as having met 80 percent of their negotiated performance goals in PY 2018-19 or PY 2019-20 for the following indicators:

- Employment Rate 2<sup>nd</sup> Quarter After Exit
- Median Earnings

PY 2018-19 Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	63%	76.9%	66%	Employment or Education Rate 2nd Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,300	\$7,800	BASELINE	Median Earnings

PY 2019-20 Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	65%	72.5%	67%	Employment or Education Rate 2nd Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,700,	\$8,000	BASELINE	Median Earnings

### Sustained Fiscal Integrity

The Local Area hereby certifies that it has not been found in violation of one or more of the following during PY 18-19 or PY 19-20:

- *Final determination of significant finding(s)* from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any WIOA requirement.
- *Gross negligence* – defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.

- *Failure to observe accepted standards of administration* – Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 2 *Code of Federal Regulations* (CFR) Part 200.

Certify No Violation x

### **Engaged in Regional Planning**

*Engaged in regional planning* is defined as participating in and contributing to regional planning, regional plan implementation, and regional performance negotiations. The Local Area hereby certifies that it has participated in and contributed to regional planning and negotiating regional performance measures in the following ways:

- Participated in the regional plan process and modifications for the East Bay Regional Planning Unit
- Participated in bi-monthly planning meetings hosted by the Regional Coordinator.
- Conducted regional industry cluster studies and convened regional industry advisory groups.
- Created regional policies, processes websites and outreach strategies.
- Coordinated regional grant applications and implemented regional programs/initiatives.
- Supported industry sector regional events.

## Local Area Assurances

Through PY 21-23, the Local Area assures:

- A. It will comply with the applicable uniform administrative requirements, cost principles, and audit requirements (WIOA Section 184[a][2] and [3]).

Highlights of this assurance include the following:

- The Local Area's procurement procedures will avoid acquisition of unnecessary or duplicative items, software, and subscriptions (in alignment with Title 2 CFR Section 200.318).
- The Local Area will maintain and provide accounting and program records, including supporting source documentation, to auditors at all levels, as permitted by law (Title 2 CFR Section 200.508).

Note that failure to comply with the audit requirements specified in Title 2 CFR Part 200 Subpart F will subject the Local Area to potential cash hold (Title 2 CFR Section 200.338).

- B. All financial reporting will be done in compliance with federal and State regulations and guidance.

Highlights of this assurance include the following:

- Reporting will be done in compliance with Workforce Services Directive WSD19-05, *Monthly and Quarterly Financial Reporting Requirements*, (December 4, 2019).
- All closeout reports will comply with the policies and procedures listed in WSD16-05, *WIOA Closeout Requirement*, (July 29, 2016).

Note that failure to comply with financial reporting requirements will subject the Local Area to potential cash hold. (Title 2 CFR Section 200.338)

- C. Funds will be spent in accordance with federal and state laws, regulations, and guidance.

Highlights of this assurance include:

- The Local Area will meet the requirements of the *California Unemployment Insurance Code Section 14211*, to spend a minimum of 30 percent of combined total of WIOA Title I adult and dislocated worker formula fund allocations on training services.
- The Local Area will not use funds to assist, promote, or deter union organizing (WIOA Section 181[b][7]).

- D. The Local Board will select the America's Job Center of California<sup>SM</sup> operator(s), with the agreement of the local CEO, through a competitive process such as a Request for Proposal, unless granted a waiver by the state (WIOA Section 121[d][2][A] and 107[g][2]).
- E. The Local Board will collect, enter, and maintain data related to participant enrollment, activities, and performance necessary to meet all CalJOBS<sup>SM</sup> reporting requirements and deadlines.
- F. The Local Board will comply with the nondiscrimination provisions of WIOA Section 188, including the collection of necessary data.
- G. The Local Area will engage in and contribute to, regional planning and regional plan implementation (for example, Local Area has participated in regional planning meetings and regional plan implementation efforts, and the Local Board and local CEO have reviewed and approved the regional plan and modifications).
- H. The Local Area will participate in regional performance negotiations.
- I. It will comply with CWDB policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIOA or state legislation.
- J. Priority shall be given to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services funded by WIOA Adult funding (WIOA Section 134[c][3][E] and *Training and Employment Guidance Letter* [TEGL] 10-09, and TEGL 19-16).

## Application Signature Page

**Instructions** – The local CEO and Local Board chair must sign and date this form. Electronic signatures are permitted for the PY 21-23 application.

By signing the application below, the local CEO and Local Board chair request subsequent designation of the Local Area and recertification of the Local Board. Additionally, they agree to abide by the Local Area assurances included in this application.

Local Workforce Development Board Chair

Local Chief Elected Official

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Signature

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Signature

Zeydi Gutierrez

Libby Schaaf

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Name

---

Name

Public Affairs Strategic Director

Mayor of Oakland

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Title

---

Title

---

Date

---

Date



## ITEM II.b.- ACTION



**To: Oakland Workforce Development Board**  
**From: OWDB Staff**  
**Date: March 19, 2021**  
**Re: Transformative Climate Community Funds**

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### **RECOMMENDATIONS:**

That the Oakland Workforce Development Board: 1. Accept and allocate \$462,900 in Transforming Climate Communities (TCC) funds 2. Authorize contracts to the following:

- a. Cypress Mandela Training Center (CMTC) in the amount of \$114,775.
- b. West Oakland Job Resource Center (WOJRC) in the amount of \$101,925.

### **BACKGROUND:**

In January 2018, the City of Oakland's Planning Bureau and twelve (12) community organizations were awarded a Transformative Climate Communities (TCC) Planning Grant to launch the East Oakland Neighborhood Initiative (EONI), a community driven, neighborhood-wide planning effort to develop a new vision for East Oakland neighborhoods historically impacted by redlining, injustice, and divestment.

After a year of community outreach to identify the primary concerns, goals, and priorities for East Oakland residents and stakeholders, the EONI 'Better Neighborhoods, Same Neighbors' Community Plan was developed to provide direction for implementing managed neighborhood change without displacement and gentrification. Residents prioritized urban greening, affordable housing and workforce development. More information about EONI is available online here: <https://www.oaklandca.gov/topics/eastoakland-neighborhoods-initiative>

Based on the hiring needs of EONI Partners and local employers, training partners were selected that provide certificated training programs to prepare residents for placement in quality jobs; transferrable skill development; and access to career pathways leading to higher paid positions. Training certifications linked to careers and pathways with Partners and other employers within the following high growth sectors: Healthcare; Transportation and Logistics; Construction; Environmental Remediation; and Government.

The employment trainers selected to participate are long-standing partners of the Oakland Workforce Development Board and include Cypress Mandela Training Center (CMTC) and West Oakland Job Resource Center (WOJRC). Both CMTC and WOJRC have proven results and a commitment to the betterment of Oakland residents. The training organizations have partnerships with employers and labor unions that will provide jobs with living wages and benefits.

<b>COST CATEGORY</b>	<b>COST DESCRIPTION</b>	<b>COST PER UNIT (\$)</b>
Direct Costs	Cypress Mandela Training/Personnel	\$ 68,000.00
Direct Costs	CMTC/Fringe Benefits	\$ 17,000.00
Direct Costs	CMTC/Training space (2-5%)	\$ 15,000.00
Direct Costs	CMTC Utilities Cost (25%)	\$ 1,500.00
Direct Costs	CMTC/Training Materials	\$ 12,400.00
Direct Costs	CMTC/Office supplies/other direct	\$ 875.00
	<b>CMTC Total</b>	<b>\$ 114,775.00</b>
Direct Costs	WOJRC Training/Personnel	\$ 45,000.00
Direct Costs	WOJRC/Fringe Benefits	\$ 13,905.00
Direct Costs	WOJRC/NCTAT	\$ 19,800.00
Direct Costs	Student Tech Support Tools (anti-virus software, head	\$ 10,075.00
Direct Costs	WOJRC/Transportation assistance	\$ 750.00
Indirect Costs	WOJRC/Program Administration	\$ 12,395.00
	<b>WOJRC Total</b>	<b>\$ 101,925.00</b>
Indirect Costs	City Workforce Development Board oversight	\$ 29,500.00
	<b>Workforce Total</b>	<b>\$ 462,900.00</b>

**ATTACHMENT**

II.b.1. – Transforming Climate Communities Press Release

FOR IMMEDIATE RELEASE

June 26, 2020



City of  
**OAKLAND**  
California

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## City of Oakland, CBOs Awarded \$28.2 Million Grant for Transformative East Oakland Projects

*Oakland, CA* – On Thursday, June 25, the California Strategic Growth Council voted to fund Oakland’s “Better Neighborhoods, Same Neighbors” proposal through a multi-year grant of \$28.2 million. The proposal represents a partnership between the City of Oakland, multiple community organizations and local residents to implement five projects across a five-square-mile area in deep East Oakland over the next five years. Projects in the proposal include:

- 55 units of 100% affordable housing and a ground-floor health clinic
- A 1.2-mile community trail along the San Leandro Creek
- 2,000 trees that will be planted throughout the area
- A 3-acre nursery to support neighborhood residents in building out one of the largest urban aquaponics farms and food hubs in the U.S.
- Expanded bike share and programming for East Oakland youth

“Led by the community for the community, the ‘Better Neighborhoods, Same Neighbors’ proposal envisions an East Oakland with healthy surroundings, safe and accessible transportation and thriving arts and culture that builds community wealth and ensures housing is a human right for existing East Oakland residents,” said Mayor Libby Schaaf. “Thanks to the ambitious vision and leadership of East Oakland stakeholders and the generous support of the Strategic Growth Council, these projects provide an opportunity to harness the leadership and civic power that we’ve particularly seen displayed in the past few weeks, lift up those voices that have been stifled by historic and structural racism and enact lasting transformation in some of our most challenged neighborhoods.”

“Oakland’s ‘Better Neighborhoods, Same Neighbors’ proposal demonstrated the Transformative Climate Communities Program’s goal to support community-driven, integrated projects that provide local economic, environmental and health benefits,” said Louise Bedsworth, Executive Director of the California Strategic Growth Council. “The East Oakland project demonstrated the partnership, collaboration, and project development that are such an important part of community-led transformation.”

An exciting aspect of the project is that community organizations will be directly funded, leveraging other funding sources, to implement projects and build organizational capacity. In addition to regional partners like Related Companies of California and East Bay Regional Parks District, ACTS Community Development Corporation, Black Cultural Zone, Planting Justice, East Bay Permanent Real

(more)

Estate Cooperative, Oakland Parks and Recreation Foundation, and Higher Ground Neighborhood Development are the community-based co-applicants who will receive funding and lead implementation of the projects.

The five projects in the “Better Neighborhoods, Same Neighbors” proposal are:

**95<sup>th</sup> and International Housing, Health and Connectivity**

**City of Oakland, CBOs  
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East Oakland Projects**

The project, led by the Related Companies of California and Acts Community Development Corporation, will create 55 units of 100% affordable housing (20% to 50% of Area Median Income (AMI) with 25% of the units designated for homeless populations) on 95<sup>th</sup> Avenue and International Boulevard. The ground floor will include a community health clinic.

### **San Leandro Creek Urban Greenway**

A 1.2-mile trail will be opened to East Oakland residents, transforming a concrete barrier into a pathway for Deep East Oakland neighborhoods to connect to the regional Martin Luther King, Jr. Shoreline Park. Under the East Bay Regional Parks District, the trail will be used for active transportation, recreation, access to open space and environmental education programming.

### **Community Greening**

The Community Greening Project will bring together multiple community groups, organizations and local jurisdictions to plant 2,000 trees in the Project Area through a combination of street trees and trees on privately owned properties. Some of the trees will be locally sourced from the Planting Justice nursery, with the Oakland Parks and Recreation Foundation partnering with community organizations to provide training and paid internships for tree planting.

### **Planting Justice Aquaponics Farm and Food Hub**

Funds to acquire a historic three-acre nursery and support neighborhood residents in building out the largest/most productive urban aquaponics farm in the U.S. The site will produce hundreds of thousands of pounds of organic produce and edible nursery starts each year, create 27 living-wage jobs, house a food hub in Oakland's most segregated neighborhood, and serve youth education, health/wellness, community development, and business incubation programming.

### **Higher Ground & Scraper Bike Team Bike Share and Youth Development**

The Scraper Bike Team will partner with Higher Ground to develop curriculum for bike safety and repair and teach the afterschool enrichment classes to youth. The Oakland Public Library will partner with Oakland Public Works to design and construct an expanded bike repair and programming space known as "The Shed" located at Martin Luther King, Jr. Branch Library. The City of Oakland's Department of Transportation will collaborate with Scraper Bike Team and Higher Ground to implement and grow the East Oakland Mobility Action Plan.

The projects will be guided by the principles of community engagement, displacement avoidance, workforce development and climate resiliency throughout the five-year implementation period and will be stewarded by a to-be-formed

(more)

stakeholder committee, comprised of the project co-applicants, community organizations and area residents. The Black Cultural Zone will lead business and community engagement, while the East Bay Permanent Real Estate Cooperative will lead the displacement avoidance work by connecting East Oakland residents with programs to halt displacement, build community wealth, and produce Additional Dwelling Units.

Challenging the typical top-down approach to community development, the "Better Neighborhoods, Same Neighbors" proposal builds on decades of activism in East Oakland, and the recent [East Oakland Neighborhood Initiative](#) (EONI). EONI focused on deep engagement in six East Oakland neighborhoods: Melrose, Highland/Elmhurst, Sobrante Park, Brookfield Village/Columbia Gardens, Stonehurst, Coliseum/Rusdale/Lockwood/Havenscourt.

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The community-led EONI engagement and resulting [Community Plan](#) energized project area residents and created hope for true transformation that centers community needs. Project area resident Cynthia Arrington captured that community spirit, “Today, residents bring a wide range of backgrounds, skill sets and values creating a community poised and ready to restore [East Oakland] back to a place of peace and beauty. We have awakened, working together in an organized way ensuring revitalization for a healthier, safer, greener place to proudly call COMMUNITY!”

The timing of the community-led EONI process aligns with a growing commitment from the City and other regional partners and agencies to invest in East Oakland. The City of Oakland has [acknowledged a climate emergency](#) and the need for a just transition from an extractive economy to a regenerative economy that is ecologically sustainable, equitable and just for all its members. Last month, the City helped to stand up two COVID-19 test sites in the area, and earlier this week, the City passed a budget to fund the Mobile Assistance Community Responders of Oakland (MACRO) program in an effort to pilot alternatives to police response. Oakland’s history of redlining, injustice and divestment links directly to disproportionately high impacts of poverty and pollution, and the most recent rates of COVID-19, in East Oakland.

“Better Neighborhoods, Same Neighbors” is supported by the California Strategic Growth Council’s Transformative Climate Communities Program with funds from California Climate Investments, a statewide initiative that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas emissions, strengthening the economy and improving public health and the environment – particularly in disadvantaged communities. Of the three funded proposals in the 2020 grantee cohort, the City of Oakland’s was the only proposal to be fully funded.

In addition to community members and partner organizations, staff from the following City departments had supporting roles in the “Better Neighborhoods, Same Neighbors” proposal:

City Administrator’s Office  
Economic & Workforce Development

(more)

Housing & Community Development  
Information Technology  
Mayor’s Office  
Oakland Public Library  
Oakland Workforce Development Board  
Parks, Recreation & Youth Development  
Planning & Building  
Public Works  
Race & Equity  
Transportation

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To learn more about the TCC grant, please visit <https://www.oaklandca.gov/topics/transformative-climate-communities-tcc-grant>

# # #



## ITEM – II.c. ACTION



**To: Oakland Workforce Development Board**  
**From: OWDB Staff**  
**Date: March 19, 2021**  
**Re: 2021-2024 Local and Regional Plan**

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### **RECOMMENDATION**

That the Oakland Workforce Development Board (OWDB) do the following:

1. Authorize staff to release the 2021-2024 Local Plan for a 30-day public comment period.
2. Authorize the Board Chair to sign the Local and Regional Plan after the public comment period.
3. Direct staff to forward the signed Local Plan to the Mayor for signature.
4. Direct staff to submit the Local Plan by the April 31, 2021 due date.

### **BACKGROUND**

The Workforce Innovation and Opportunity Act (WIOA) requires Local Workforce Development Boards to develop local and regional workforce plans. The 2021-2024 Local and Regional Plans must be submitted to the California State Workforce Development Board (CWDB) no later than April 30, 2021. The State released the draft Local Plan Directive December 2020 with a significant amount of feedback from Workforce Board Directors statewide that it did not adequately account for the impacts of COVID-19, the timeline for Stakeholder input and the due date. Ultimately, the final directive was released January 2021 with some modifications and no adjustment to the due date.

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).

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 (RPU). 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.

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 the 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.

## **CURRENT SITUATION**

### **Local Plan**

Resource Development Associate (RDA) is the entity selected to develop the Oakland WDB 2021-2024 Local Plan. Because of the service delivery disruption resulting from the pandemic, it was clear that many of the strategies identified in the 2017-2020 Local Plan Modifications had not been implemented. Therefore, the approach was to revisit those strategies to determine applicability. As a result of stakeholders meeting, this plan reflects existing and new opportunities to partner.

RDA held a focus group with mandated partners, key informant interviews with the City Administrator, City Council Members and two (2) Community Input Meetings. The Community Input Meetings were held February 17<sup>th</sup> and 18<sup>th</sup> to solicit feedback from Businesses, Job Seekers, and other Community Organizations and members. Finally, an online survey was created in multiple languages for those that could not attend the meetings.

The 2021-2024 Local Plan will be posted on the OWDB website during the 30-day public comment period. The OWDB will host a listening session Thursday, March 25, 4:30pm-6:00 pm to highlight the Local Plan and provide an opportunity for public comment. Those who are unable to attend the virtual public Listening Session may submit comments via an online form, email or mailing address.

### **Regional Plan**

Job seekers and workers access services primarily through local service delivery efforts, principally those of WIOA partners operating in AJCCs. At the same time, these local services are provided in the context of a regional training and education structure that aligns with regional economies and labor markets.

To this end, the CWDB state plan states that each RPU must develop a regional workforce development plan and use that plan as the primary mechanism for aligning educational and training provider services with regional industry sectors.

The East Bay RPU consists of the following local workforce boards:

- Alameda County Workforce Development Board
- City of Oakland Workforce Development Board
- City of Richmond Workforce Development Board
- Workforce Development Board of Contra Costa County

The Regional Plan is posted for a 30-day public comment period on the [EASTBAYWorks](#) website. Comments can be submitted directly to [regionalplancommentebrpu@gmail.com](mailto:regionalplancommentebrpu@gmail.com) or through the website.

### **ATTACHMENTS**

III.a.1.-Regional and Local Plan Directive

III.a.2.-OWDB 2021-2024 Local Plan

III.a.3.-EBRPU 2021-2024 Regional Plan

## REGIONAL AND LOCAL PLANNING GUIDANCE FOR PY 21-24

### EXECUTIVE SUMMARY

This policy provides the guidance and establishes the procedures regarding the preparation of four-year Regional and Local Plans for Program Year (PY) 2021-2024, July 1, 2021 through June 30, 2025, as required by the *Workforce Innovation and Opportunity Act* (WIOA). This policy applies to Local Workforce Development Boards (Local Board), and is effective on date of issuance.

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

This Directive finalizes Workforce Services Draft Directive *Regional and Local Planning Guidance for PY 21-24* (WSDD-216), issued for comment on October 16, 2020. The Workforce Development Community submitted 27 comments during the draft comment period. A summary of comments, including all changes, is provided as Attachment 4.

This policy supersedes Workforce Services Directive *Regional and Local Planning Guidance for PY 2017-2022* (WSD16-07), dated September 16, 2016. Retain this Directive until further notice.

### REFERENCES

- [WIOA \(Public Law 113-128\) \(PDF\)](#) Sections 106 – 108 and 121
- [Title 20 Code of Federal Regulations](#) (CFR) 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)

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

- [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)
- [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)

## BACKGROUND

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### Overview of State, Regional, 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 roadmap laid out in the Regional Plan by describing how individuals access services through the America's Job Center of California<sup>SM</sup> (AJCC) system. Local Plans are used to articulate how Local Boards will coordinate with local partners to ensure 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 global economic landscape for millions of workers and employers. The California unemployment rate soared as shelter-in-place orders closed large and small businesses throughout the state. Employers that were deemed essential adjusted 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 the continuing challenge of reopening businesses and industries impacted by the upheaval will take years to fully comprehend. While the planning process can be a beneficial tool for gathering a wide view of the current regional and local landscapes, the California Workforce Development Board (CWDB) recognizes that this set of Regional and Local Plans will be developed during a changing and unprecedented economic and workforce climate. Therefore, the CWDB understands the goals, strategies, and objectives developed at this point in time may need to be changed or adjusted as time goes on and more information becomes available.

## **POLICY AND PROCEDURES**

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### **Regional Plans**

According to WIOA, the establishment of regions is intended to align workforce development activities and resources with 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, RPUs 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 an 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; Cross-System Analytics and Assessment for Learning and Skills Attainment (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 an analysis that provides insight into the current and future needs of employers and job seekers in the region. The analysis should take into account the impacts on the regional economy due to the events of 2020 (e.g. COVID-19, natural disasters, amplified movement for racial justice, etc.). The quantitative and qualitative data provided in this analysis should be used as a foundation for informing the rest of the Plan.

The Regional Plan should do the following:

- Provide an analysis of current employment and unemployment data.
- Provide an analysis of the current educational and skill levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.
- Provide an analysis of industries and occupations with an emerging demand.

## **Regional Indicators**

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 following indicators will be used to assess progress:

- Region has a process to communicate industry workforce needs to supply-side partners.
- Region has policies supporting equity and strives to improve job quality.
- Region has shared target populations of emphasis.
- Region deploys shared/pooled resources to provide services, training, and education to meet target population needs.

In alignment with [Regional Plan Implementation \(RPI\) 4.0](#), during the four year Regional Plan timeframe, RPUs will work collaborative with the CWDB and the RPI 4.0 Technical Assistance Provider Evaluation Team to establish and track outcomes that show objective progress associated with the four Regional Indicators.

## **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 workforce and education programs should receive timely and accurate information from industry regarding the sectors and jobs that are driving growth in the region. Each region should 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. There is a need to ensure that these career pathway programs are responsive to the historic economic disparities in our state.

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:

- ***Identify the in-demand industry sectors or occupations for the region.***
- ***Describe how the RPU and regional partners will expand or develop, and then implement sector initiatives for those in-demand industry sectors or occupations.***

### **Enabling Upward Mobility for All Californians**

This section of the Regional Plan aligns with two key indicators:

1. The region's policies for supporting equity and improving job quality.
2. Advancing economic prosperity of shared target populations.

This means workforce and education programs should be accessible for all Californians, especially populations who experience barriers to employment. It is important to make sure everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a 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 the 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 for 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. This should include whether the RPU has, or plans to develop, a formal policy related to job quality.***

## *Equity and Economic Justice*

California believes diversity is a strength, and that 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. For individuals who experience exclusion from employment opportunities despite having the skills and abilities to perform a job satisfactorily, RPUs are encouraged to outline strategies to work with employers, training providers, and community-based organizations to create more accurate occupational language training and job placement programs. Advancing equity within the workforce and education systems and ensuring greater opportunity for upward mobility for all Californians are vital to repairing and sustaining a healthy economy.

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

While the majority of services are delivered at the local level, establishing career pathways 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 together to identify shared target populations and develop targeted service strategies.***
- ***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, supportive services, and other approaches identified by the RPU. This should include whether the RPU has, or plans to develop, a formal policy related to equity.***

### **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 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. 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 any regional service strategies, including use of cooperative service delivery agreements or MOU.***
- ***Describe any regional administrative cost arrangements, including the pooling of funds for administrative costs for the region.***

## **Local Plans**

The Local Plan demonstrates operational alignment with the strategic objectives of the respective Regional Plan, drives coordination with local partners, and highlights key service-delivery strategies. In this regard, service delivery is typically integrated at the local level, where resources are braided, and support is provided to participants through workforce system partners. The Local Plans should address partnerships established under the previous Local and Regional Planning and Modification processes. This includes WIOA core and required program partners, as well as state strategic partnerships. Local Boards are also encouraged to address any additional partnership efforts taking place at the local level, if applicable.

The CWDB understands that, along with Local Boards, many workforce, education, and human services partners are currently focused on addressing increased workloads, evolving guidance, and shifting priorities. The Local Plan process is not intended to place an additional administrative burden on programs that are providing critical services to the public. Rather, the Local Plan process is intended to facilitate communication across systems to improve service coordination during this unprecedented time. Therefore, Local Boards and their partners have flexibility in determining the nature, scope, and depth of each partnership based on local needs and priorities.

## *WIOA Core and Required Partner Coordination*

Under WIOA, the ultimate vision is for core and required programs to operate as a unified system, strategically assessing needs and aligning them with service strategies to meet the necessities of workers and employers. This section of the Local Plan should address coordination with the following WIOA core and required program partners identified under WIOA Section 121:

- WIOA Title II – Adult Education and Literacy
- WIOA Title III – Wagner-Peyser
- WIOA Title IV – Vocational Rehabilitation
- Carl Perkins Career Technical Education

- Title V *Older Americans Act*
- Job Corps
- Native American Programs (WIOA Section 166)
- Migrant Seasonal Farmworkers (WIOA Section 167)
- Veterans
- Youth Build
- *Trade Adjustment Assistance Act*
- Community Services Block Grant
- Housing and Urban Development
- Unemployment Compensation
- Second Chance
- Temporary Assistance for Needy Families/CalWORKs

The Local Plan should address the following:

- How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in [WSD18-12 \(PDF\)](#), *WIOA Memorandums of Understanding*.
- How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in [WSD19-09 \(PDF\)](#), *Strategic Co-Enrollment – Unified Plan Partners*.
- 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 coordinate workforce and education activities with the provision of appropriate supportive services.

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, as outlined in [WSD17-01 \(PDF\)](#), *Nondiscrimination and Equal Opportunity Procedures*.

#### *State Strategic Partner Coordination*

When Local Boards conducted their two-year modification of the PY 15-20 Local Plans, they were asked to establish new partnerships with strategic partners included in the State Plan modification. This section of the Local Plan should address coordination with the partnerships established in [WSD18-01 \(PDF\)](#), *Regional and Local Plans PY 17-21 – Two Year Modifications*.

The Local Plan should address the following:

- ***How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training services.***
- ***How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.***
- ***How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.***
- ***How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign born, and/or refugees.***

#### *WIOA Title I Coordination*

This section of the Local Plan should describe strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs. This section of the Local Plan should also address the services, activities, and administrative requirements established for Local Boards under WIOA Title I.

The Local Plan should address the following:

- ***Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.***
- ***Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.***
- How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in [WSD16-04 \(PDF\)](#), *Rapid Response and Layoff Aversion Activities*.
- A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that 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 [WSD15-14 \(PDF\)](#), *WIOA Adult Program Priority of Service*.
- A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in [WSD17-07 \(PDF\)](#), *WIOA Youth Program Requirements*. This includes any strategies the Local Board has about how to increase the digital literacy and fluency of youth participants, including youth with disabilities.

- The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.
- ***A description about how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in [WSD19-13 \(PDF\)](#), Selection of AJCC Operators and Career Services Providers. This should include the name(s) and role(s) of all entities the Local Board contracts with.***

## **Stakeholder and Community Engagement**

The 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 and labor organizations, as well as WIOA core, required, and strategic program partners. Additionally, building meaningful partnerships with worker centers and community-based organizations who work closely with a variety of populations, including undocumented immigrants, 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, BIPOC, Latinx, LGBTQ+, 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) is included as a tool to assist with identifying stakeholders for the planning process.

### *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 meetings are properly noticed, agendas are made available, and 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 submitting 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 Department of Rehabilitation’s [Seven Steps to Creating an Accessible Microsoft Word document \(PDF\)](#) guide can assist you in preparing accessible documents. 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
  - c. Primary contact name, phone number, and email address (if applicable)
2. Regional Plan Content
  - a. Analytical Overview of the Region
  - b. Fostering Demand-Driven Skills Attainment
  - c. Enabling Upward Mobility for All Californians
  - d. Aligning, Coordinating, and Integrating Programs and Services
3. Appendices
  - a. Stakeholder and Community Engagement Summary
  - b. Public comments received that disagree with the Regional Plan
  - c. Signature Page

#### *Local Plan*

1. Cover page
  - a. Name of Local Board
  - b. Contact name, phone number, and email address
2. Local Plan Content
  - a. WIOA Core and Required Partner Coordination
  - b. State Strategic Partner Coordination
  - c. WIOA Title I Coordination
3. Appendices

- a. Stakeholder and Community Engagement Summary
- b. Public comments received that disagree with the Local Plan
- c. Signature Page

### *Submission Criteria*

Each RPU must submit one package that includes the following documents in separate, accessible PDF files copied to a USB flash drive:

- One electronic copy of the Regional Plan with the electronic signatures of the Local Board Chair(s) within the RPU.
- One electronic copy of each Local Plan within the RPU with the electronic signatures of the Local Board Chair and CEO or their designated alternate.

If an electronic signature of the CEO or their alternative cannot be achieved by the submission deadline, the Local Board must submit a blank signature page and include a detailed explanation for the signature absence(s) and the date by which the signed copy will be provided.

Printed copies are not required for PY 2021-2024 Regional and Local Plans. Regional and Local Plans must be submitted by USB flash drive to the CWDB no later than April 30, 2021, through one of the following methods:

**Mail** California Workforce Development Board  
CWDB Policy Unit  
PO Box 826880  
Sacramento, CA 94280-0001

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

## **ACTION**

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

## INQUIRIES

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If you have any questions, contact the CWDB Policy Unit at [CWDBPolicyUnit@cwdb.ca.gov](mailto:CWDBPolicyUnit@cwdb.ca.gov).

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

### Attachments:

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



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

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## **Contact Information:**

**Lazandra Dial, Executive Director**

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

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



# PY 2021-24 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, Child Support Services & Community-Based Organizations

Across its partnerships with state strategic partners including Alameda County Social Services Agency, Alameda County Child Support Services, 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.

Oakland Equity Indicators Crosswalk – WIOA Title I Coordination	
	<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.***

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
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.



		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>
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## Appendix B - Community Meeting Participant Demographic Summary

Community Meeting #1 (February 16, 2021)	Community Meeting #2 (February 17, 2021)
<p><b>Total participants: 22</b></p> <p><i>Of the 10 participants that completed the survey:</i></p> <p>Geography</p> <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> <p>Race/Ethnicity</p> <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> <p>Gender Identity</p> <ul style="list-style-type: none"> <li>• Female (6, 60%); Male (4, 40%)</li> </ul> <p>Age</p> <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>	<p><b>Total participants: 14</b></p> <p><i>Of the 10 participants that completed the survey:</i></p> <p>Geography</p> <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> <p>Race/Ethnicity</p> <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> <p>Gender Identity</p> <ul style="list-style-type: none"> <li>• Female (6, 66%); Male (3, 33%)</li> </ul> <p>Age</p> <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.



**EAST BAY REGIONAL  
PLANNING UNIT**  
Regional Plan 2021-2024

**East Bay Regional Planning Unit  
PY 21-24 Regional Plan Public Comment Announcement**

The East Bay Regional Planning Unit (EBRPU) is pleased to release the Draft 2021–2024 Regional Plan for 30-day public comment ending April 19, 2021.

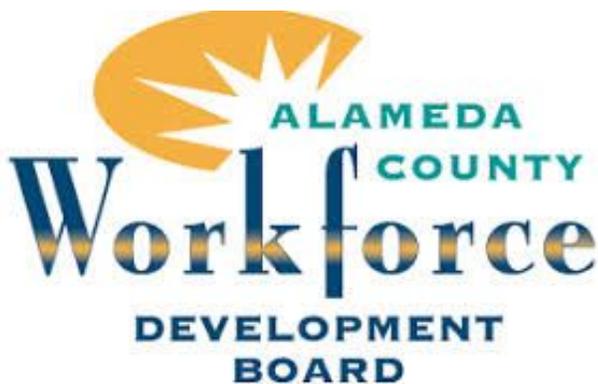
The plan is available on the [EASTBAYWorks](#) website. Comments can be submitted directly to [regionalplancommentebrpu@gmail.com](mailto:regionalplancommentebrpu@gmail.com) or through the [EASTBAYWorks](#) website.

The State of California Workforce Development Board requires regions to create new Regional Plans every four years. The EBRPU comprises the four East Bay Workforce Development Boards serving Alameda and Contra Costa Counties and the Cities of Oakland and Richmond.

Developed with input from partners and stakeholders, the regional plan describes goals and strategies for building regionally coordinated workforce services to meet the needs of employers and job seekers anchored by equity and inclusion.

The East Bay Regional Planning Unit (EBRPU) includes the following Workforce Development Entities in Alameda and Contra Costa Counties:

- EASTBAYWorks
- Alameda County Workforce Development Board
- Contra Costa County Workforce Development Board
- Oakland Workforce Development Board
- Richmond Workforce Development Board



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# East Bay Regional Planning Unit Regional Plan 2021-2024

## Introduction

The East Bay Region of California is a sub-region of the nine county San Francisco Bay Area, one of the most productive and prosperous regions on the planet. The East Bay Regional Planning Unit (EBRPU) is a partnership of member Workforce Development Boards representing Alameda County and the City of Oakland, and Contra Costa County and the City of Richmond. The four Workforce Development Boards have a long-standing regional partnership pre-dating the Workforce Innovation and Opportunity Act (WIOA), under the EASTBAYWorks brand.

## 1. Analytical Overview of the Region

### Workforce and Economic Analysis

The East Bay Region's economy and its workforce have been significantly impacted by the COVID-19 pandemic. As a result, workforce and economic analysis requires maintaining a balance between short-term impacts and long-term trends. Further, the value of historical data in predicting future trends is limited. The uncertainties of the current economic crisis are woven into this analysis as part of the larger effort to plan for regional workforce development efforts once the COVID pandemic abates.

The following Workforce and Economic Analysis is intentionally framed through a racial equity and economic justice lens. The disproportionate impact of the COVID-induced recession on people of lower socio-economic status and persons of color cannot be overstated. Job losses have hit levels not seen since the Great Depression of the 1930s, particularly in occupations such as food service, hospitality, personal service, entertainment, and travel—positions filled predominantly by lower paid workers. Protests on behalf of racial justice and equity occurred across the country in the Fall of 2020. Though these protests were sparked by incidents of police brutality against African American citizens, they were also an outcry against the economic inequity laid bare by the pandemic.

This section also includes information vital to workforce development planning, such as demographic information, income and poverty data, skills and educational levels, and employer demand.

#### *1.a. COVID-19 Impact on the East Bay Workforce*

Much like the rest of the United States, California and the East Bay Region have experienced serious disruption as a result of the COVID-19 pandemic. Beginning in March 2020, counties issued stay-at-home orders and on March 19th California Governor Gavin Newsome issued the nation's first statewide stay-at-home order. At the time this plan was written the pandemic continues, and both Alameda and Contra Costa Counties are under stay-at-home orders as rates of infection and deaths remain high. This section details the impact of the COVID-19 pandemic on the East Bay workforce.

The pandemic has had a devastating impact on jobs in the region, across sectors, with a 10.5% decrease in total jobs during a one-year period (October 2019 - October 2020). The leisure and hospitality industry has been the most affected industry during that time period, losing 36,700

(30.4%) jobs.<sup>1</sup>

Historically, when workers lose their employment during times of recession they experience much larger lifetime earning losses than when employment is lost during non-recession times. During the more recent Great Recession, workers in Washington State who were displaced and reentered the workforce “earned 16% less than comparable workers who had not been displaced.”<sup>2</sup> Job loss during a recession can also have generational impacts. For example, children whose fathers were dislocated during the 1980s recession earned less as adults than children of fathers who were not displaced.<sup>3</sup> It appears that job loss during a recession also has serious health implications, with workers displaced during the 1980s recession experiencing a life expectancy reduction of 1 to 1.5 years.<sup>4</sup> Although not yet fully quantified, the current pandemic and economic recession will likely have a similar impact on today’s workforce.

Prior to the pandemic (2014 - 2018), 28% of all workers (1.1 million) in the Bay Area were considered essential.<sup>5</sup> Among essential workers in the region, people of color and immigrants are disproportionately represented. People of color comprised 58% of all workers and 66% of essential workers. In contrast, white workers comprised 42% of all workers but only 34% of essential workers. As shown in Table 1, 10 of the Bay Area’s 11 essential worker sectors are filled disproportionately by people of color.

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<sup>1</sup> “Monthly Labor Force Data for Counties, October 2020 - Preliminary,” *Employment Development Department: Labor Market Information Division*, published November 20, 2020,

[https://docs.google.com/spreadsheets/d/1boqhAzDjtfSsxi1sTUijeJDEL\\_CTO1i/edit#gid=175580821](https://docs.google.com/spreadsheets/d/1boqhAzDjtfSsxi1sTUijeJDEL_CTO1i/edit#gid=175580821)

<sup>2</sup> B. Rose Kelly, “Great Recession Still Plagues Workers With Lower Lifetime Wages,” *Princeton University*, March 12, 2018, <https://spia.princeton.edu/news/great-recession-still-plagues-workers-lower-lifetime-wages>

<sup>3</sup> <https://www.brookings.edu/blog/jobs/2011/11/04/unemployment-and-earnings-losses-a-look-at-long-term-impacts-of-the-great-recession-on-american-workers/>

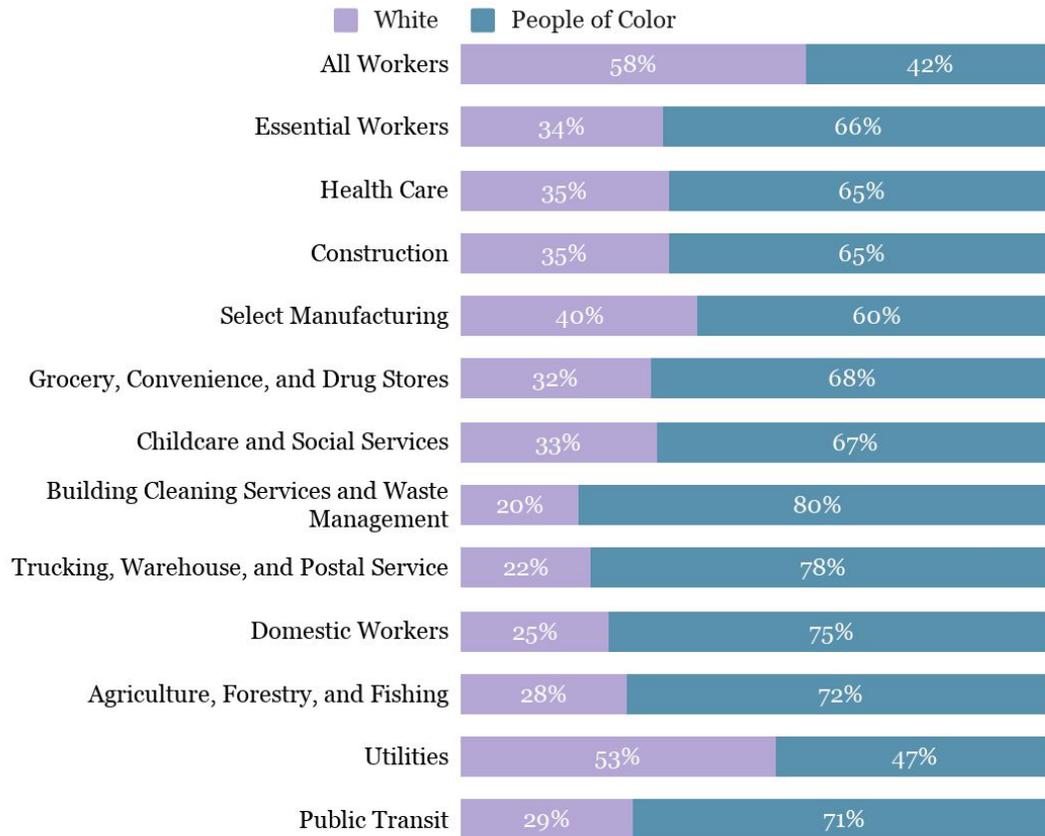
<sup>4</sup> Michael Greenstone, Adam Looney, and Michael Greenstone and Adam Looney, The Hamilton Project, “Unemployment and Earnings Losses: A Look at Long-Term Impacts of the Great Recession on American Workers,” *Brookings Institute*, November 4, 2011,

<https://www.brookings.edu/blog/jobs/2011/11/04/unemployment-and-earnings-losses-a-look-at-long-term-impacts-of-the-great-recession-on-american-workers/>

<sup>5</sup> All data in this paragraph is from Jamila Henderson, “A Profile of Frontline Workers in the Bay Area,” *Bay Area Equity Atlas*, May 13, 2020, <https://bayareaequityatlas.org/essential-workers>

Table 1: Bay Area Essential Workers By Industry and Race<sup>6</sup>

### Bay Area Essential Workers by Industry, White vs. People of Color (2014 - 2018)



### COVID-19 Impact on Minority-Owned Businesses

Workforce trends in the East Bay follow several national trends. Across the United States, over a two-month period at the beginning of the pandemic, the number of Black-owned businesses declined by 41%, immigrant-owned businesses by 36%, Latinx-owned businesses by 32%, and Asian-owned businesses by 26%.<sup>7</sup> In comparison, white-owned businesses decreased at a rate of 17%. As the pandemic endures and financial strain has continued to affect business, the impact on minority-owned businesses has likely worsened since these early statistics were reported. The East Bay small business community is particularly susceptible to negative effects caused by the economic downturn. The majority of East Bay businesses (80%) employ less than 10 employees. These “microbusinesses” are often less financially stable, with limited cash reserves for emergency situations. Moreover, microbusinesses in the East Bay are disproportionately minority or women owned,<sup>8</sup> making these populations particularly susceptible to economic loss. The

<sup>6</sup> Henderson, “A Profile”. <https://bayareaequityatlas.org/essential-workers>

<sup>7</sup> All data in this paragraph is from “Black and Brown Owned Businesses Hit Hardest by COVID-19 Pandemic,” Covid Insight Center, posted August 1, 2020 <https://insightccd.org/black-and-brown-owned-businesses-hit-hardest-by-covid-19-pandemic/>

<sup>8</sup> East Bay Economic Development Alliance, “East Bay Business Recovery Survey Results,” May 19, 2020: 3.

image below demonstrates East Bay job loss during the pandemic in three key sectors. Prior to the COVID-19 pandemic, in October 2019, the East Bay Region was home to 1,187,600 total jobs in all sectors. As indicated in the figure below, the decline in total employment from that date to October 2020 was 124,700, equal to 10.5% of all jobs.

## East Bay jobs decreased by 124,700<sup>9</sup>

from October 2019 to October 2020.

Figure 1: Decline in Jobs in Identified Sectors

Leisure and hospitality jobs decreased by <b>36,700</b>	Government jobs decreased by <b>17,500</b>	Private educational/ health services jobs decreased by <b>14,800<sup>10</sup></b>
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### COVID-19 Impact on Workers

Many people have started working remotely to avoid health risks and abide by government mandates to work remotely to the extent possible during the pandemic. Compared to the rest of the Bay Area, the East Bay Region has fewer workers in occupations that are considered eligible to work remotely.<sup>11</sup> Although 45% of Bay Area residents can work remotely, in Contra Costa County only 38% and in Alameda County 40% have that option.<sup>12, 13</sup> Workers who are not able to work remotely are faced with extremely difficult decisions related to balancing the need for income, health, and issues related to childcare, child education, and public transportation.

Children across the country have been forced to rely on virtual or some form of home-based “distance learning” as a result of school closures during the pandemic. According to the U.S. Census Bureau, almost 93% of all households with school-aged children report that their children have transitioned to learning at home.<sup>14</sup>

Working mothers, especially those with young children, have been negatively impacted by the pandemic at greater rates than mothers with older children and all fathers. According to a McKinsey & Company Women in the Workplace 2020 report, one out of every three working mothers have considered either leaving their jobs or reducing their hours because of the pandemic.<sup>15</sup> Black, Latinx, and Hispanic women have experienced higher rates of

<https://drive.google.com/file/d/1ajtpuoSRjo-4iL9swWuZDBOvwwJySkOj/view>

<sup>9</sup> Juliet Moeur, “Oakland Hayward Berkeley MD Labor Force and Industry Employment Narrative,” Employment Development Department, 2020,

<https://docs.google.com/document/d/1p13oCSSIJT4zcnCfpBAKJjcXXLS0h5uL/edit#>

<sup>10</sup> Moeur, “Oakland Hayward”. <https://docs.google.com/document/d/1p13oCSSIJT4zcnCfpBAKJjcXXLS0h5uL/edit#>

<sup>11</sup> Jonathan I. Dingel and Brent Neiman, “How Many Jobs Can be Done at Home?” Becker Friedman Institute, (July 2020) 2-4, [https://bfi.uchicago.edu/wp-content/uploads/BFI\\_White-Paper\\_Dingel\\_Neiman\\_3.2020.pdf](https://bfi.uchicago.edu/wp-content/uploads/BFI_White-Paper_Dingel_Neiman_3.2020.pdf)

<sup>12</sup> “Bay Area Economic Update,” Bay Area Council Economic Institute, October 22, 2020,

[https://drive.google.com/file/d/1ayW8UePzg\\_3F5aw1oqB0-TUL1wA4DakO/view](https://drive.google.com/file/d/1ayW8UePzg_3F5aw1oqB0-TUL1wA4DakO/view)

<sup>13</sup> East Bay Economic Outlook 2020,” *East Bay Economic Development Alliance*, published May 21, 2020,

<https://drive.google.com/file/d/1mB3T8vx56GPxjlonuspUipFvEnvDvpdl/view>

<sup>14</sup> Kevin Mcelrath, “Nearly 93% of Households With School-Age Children Report Some Form of Distance Learning During COVID-19” *United States Census Bureau*, August 26, 2020,

<https://www.census.gov/library/stories/2020/08/schooling-during-the-covid-19-pandemic.html>

<sup>15</sup> Sarah Coury, Jess Huang, Ankur Kumar, Sara Prince, Alexis Krivkovich, and Lareina Yee, “Women in the Workplace 2020,” *McKinsey & Company*, September 30, 2021, <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

unemployment compared to white women.<sup>16</sup> Further, economists predict that female employment will not return to pre-pandemic levels until 18 months after employment levels for men return to normal.<sup>17</sup>

“COVID-19 has also increased the pressure on working mothers, low-wage and otherwise. In a survey from May and June, one out of four women who became unemployed during the pandemic reported the job loss was due to a lack of childcare, twice the rate of men surveyed. A more recent survey shows the losses have not slowed down: between February and August mothers of children 12 years old and younger lost 2.2 million jobs compared to 870,000 jobs lost among fathers.”

- Bateman, Nicole and Ross, Martha. *Why has COVID-19 been especially harmful for working women?* Brookings. October 2020.

## EBRPRU COVID-19 Recovery Strategy

EBRPU partners are preparing for continued COVID-19-impacted and post-COVID-19 scenarios. The Region does not want to develop plans with potentially obsolete or inaccurate data or in a state of great uncertainty. This exploratory work could include: strategies for surge occupation recruitment, response to regional layoffs, and business engagement and support. It could also include re-envisioning service delivery strategies, updating Board policies, streamlining service delivery, and expanding virtual capacity. All of the above would be considered through an equity lens, ensuring access for priority populations, with particular emphasis on quality jobs and the training pathways and supports necessary for success in the evolving labor market.

This work would more likely begin in the latter part of the first -year of 2021-2024 Regional Plan implementation based upon the state of public health measures and of the economy. The region does not want to develop plans with potentially obsolete or inaccurate data or in a state of great uncertainty. The beginning of this exploratory work could include When it does, it could begin with convenings of EBRPU partner Board Directors to develop priorities, a potential scope of work, and outcomes to put out for procurement, contract piggy-backing, or sole-sourcing, as appropriate, to project manage this activity.

This initial activity would help the Region achieve the Regional Plan objective of developing regional COVID-19 recovery strategies that are aligned with external developments and are most likely to succeed.

### 1.b. Overview

As of the 2019 census, the East Bay Region had a population of 2,799,005 (1,656,754 in Alameda, 1,142,251 in Contra Costa).<sup>18</sup> Homelessness in the East Bay has been increasing in recent years: in 2019, 8,022 individuals were experiencing homelessness in Alameda County

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<sup>16</sup> “May Jobs Report: A Case Study in Pervasive Racism and Sexism,” *TIME’S UP Impact Lab: Women on the Front Lines*, June 8, 2020, <https://timesupfoundation.org/may-jobs-report-a-case-study-in-pervasive-racism-and-sexism/>

<sup>17</sup> André Dua, Kweilin Ellingrud, Michael Lazar, Ryan Luby, Sanjay Srinivasan, and Tucker Van Aken “Achieving an Inclusive US Economic Recovery,” *McKinsey & Company*, February 3, 2021, <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/achieving-an-inclusive-us-economic-recovery>

<sup>18</sup> “ACS Demographic and Housing Estimates,” *United States Census Bureau*, 2018, [https://data.census.gov/cedsci/table?q=dp05&g=0500000US06001\\_06013&tid=ACSDP5Y2019.DP05&hidePreview=false](https://data.census.gov/cedsci/table?q=dp05&g=0500000US06001_06013&tid=ACSDP5Y2019.DP05&hidePreview=false)

(compared to 4,040 in 2015 and 5,629 in 2017).<sup>19</sup> In 2020, 2,277 individuals experienced homelessness in Contra Costa (compared to 1,730 in 2016, 1,607 in 2017, and 2,234 in 2018).<sup>20</sup>

<sup>21</sup>

In the Bay Area as a whole, almost 3 out of every 5 workers are people of color.<sup>22</sup> Among the emerging workforce (workers 25 years or younger), 70% are people of color. The largest emerging demographic group is Lantinx workers, who will soon comprise 33% of the Bay Area workforce.

## Educational and Skill Levels of the Workforce

Residents of the East Bay have a relatively high level of educational attainment when compared to the state as a whole. In Alameda County, 50.6% residents 25 years old or older have a bachelor's degree or higher.<sup>23</sup> The comparable statistic for Contra Costa County is 43.0%. This is significantly above the 35.0% of people 25 years and older statewide who have a bachelor's degree or higher. At the other end of the spectrum, 27.7% of residents of Alameda County aged 25 and older had a high school education of less, as did 28.8% of Contra Costa County residents in this age group. The percentage for the state as a whole is 36.6%.

These relatively high levels of educational attainment for the region as a whole do not reflect the substantial educational challenges faced by communities in Hayward, Oakland, Richmond, and East Contra Costa County. As shown in the images below, educational attainment in the Bay Area varies considerably in different geographic locations within the counties and within the cities.

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<sup>19</sup> "Alameda County Homeless Count & Survey," *Applied Survey Research*, 2019: 1-87,

<https://homelessness.acgov.org/homelessness-assets/docs/2019AlamedaCountyHomelessCountReport.pdf>

<sup>20</sup> "Contra Costa County: Annual Point in Time Count Report" *Contra Costa Health Housing & Homeless Services*, August 2020: 1-47, <https://cchealth.org/h3/coc/pdf/PIT-report-2020.pdf>

<sup>21</sup> Contra Costa, "Annual Point in Time Count Report" . <https://cchealth.org/h3/coc/pdf/PIT-report-2020.pdf>

<sup>22</sup> All the data in this paragraph is from Abbie Langston, Edward Muña, and Matthew Walsh, "Advancing Workforce Equity in The Bay Area: A Blueprint for Action," *Rework The Bay*, 20, Accessed February 22 2021, [https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area\\_FINAL\\_0.pdf](https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_0.pdf)

<sup>23</sup> All data in this paragraph is from "American Community Survey: Educational Attainment For The Population 25 Years And Over," United States Census Bureau, August 26, 2020, <https://data.census.gov/cedsci/table?q=American%20Community%20survey%20Table%20B15002&g=0500000U06001,06013&tid=ACSDT1Y2019.B15002&hidePreview=false>

Figure 2. Percentage of Alameda County Residents with a High School Degree or Less

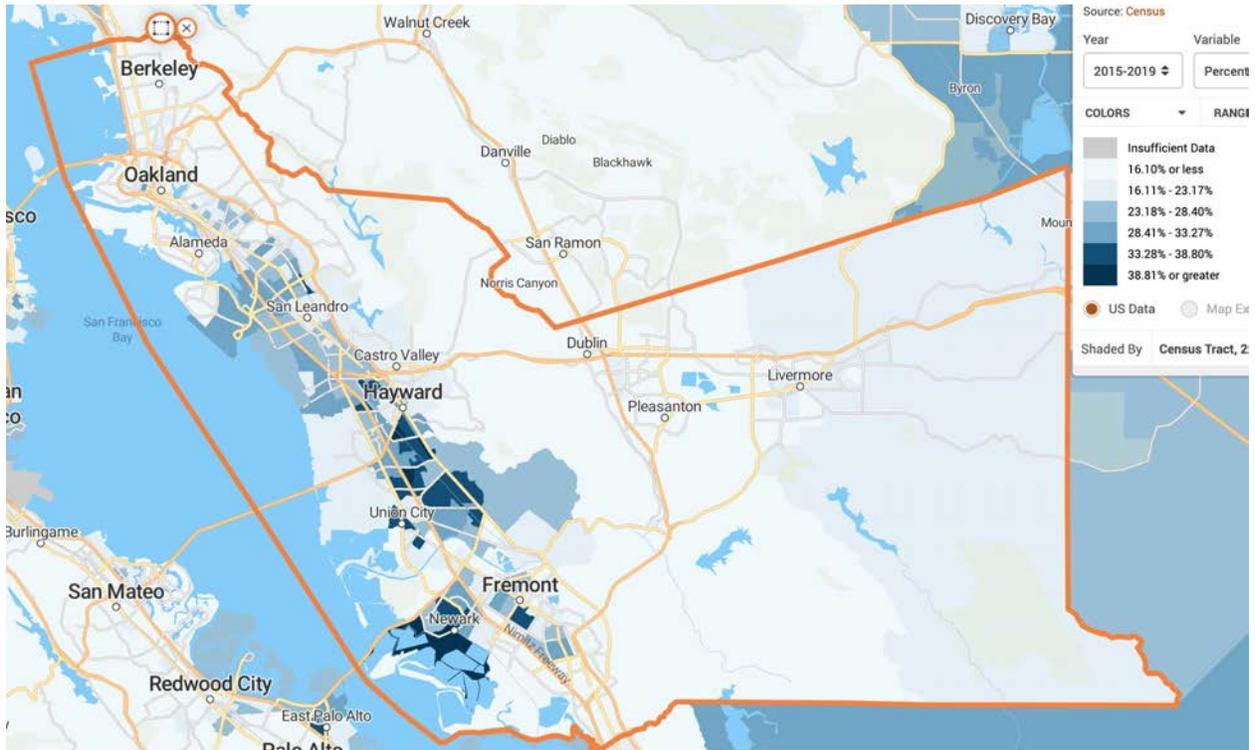


Figure 3. Percentage of Contra Costa County Residents with a High School Degree or Less

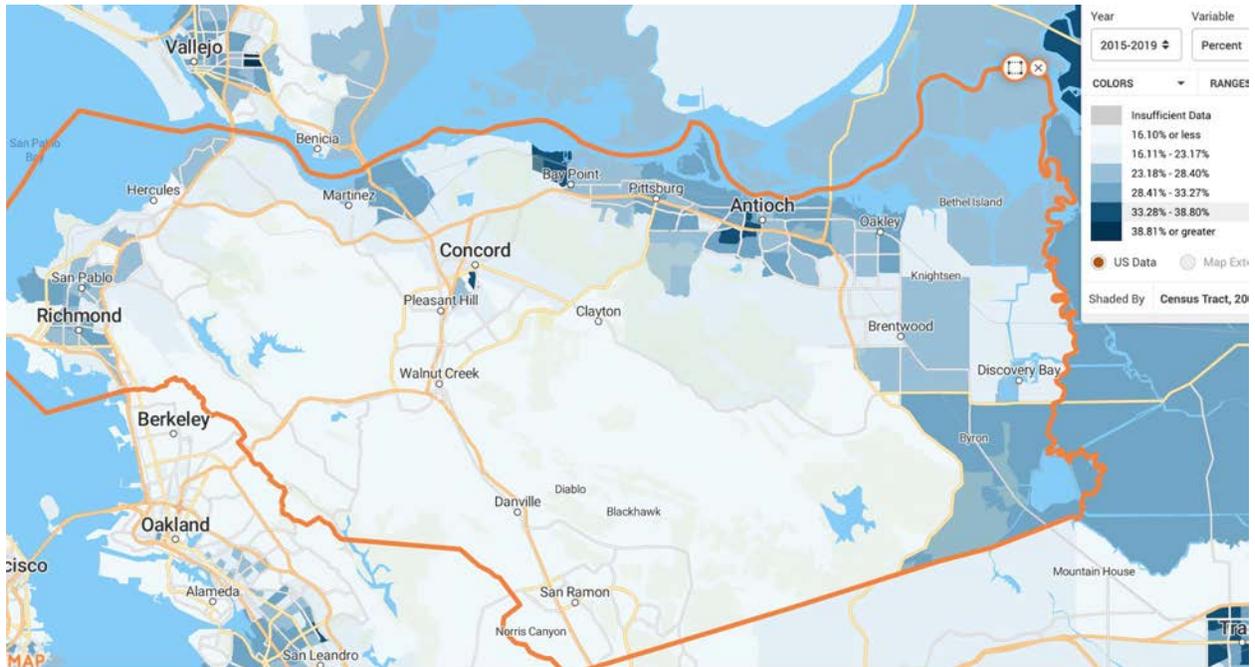


Figure 4. 2019 Educational Attainment in the East Bay for Population Age 25 and Older<sup>24</sup>

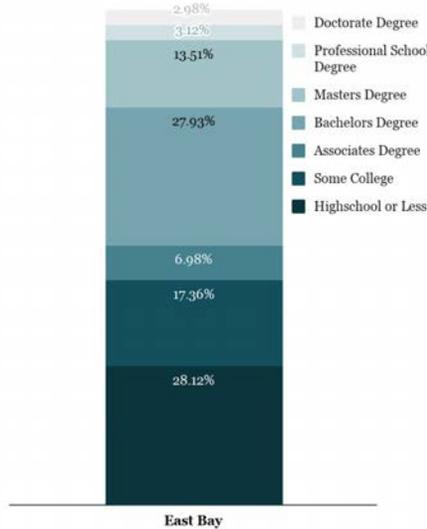
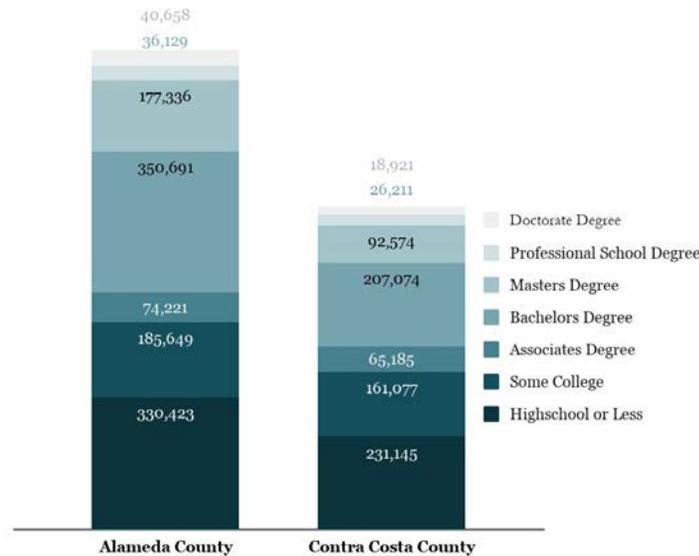


Figure 5. 2019 Educational Attainment in Alameda and Contra Costa County<sup>25</sup>



In the long term, the relatively low level of formal education in these communities poses a particular challenge, considering 7 out of the top 10 fastest growing professions in the Bay Area all require more than a high school diploma (see Table 10).<sup>26</sup> Educational attainment in the Bay

<sup>24</sup> United States Census Bureau, "Sex By Educational Attainment" .  
<https://data.census.gov/cedsci/table?q=American%20Community%20survey%20Table%20B15002&q=0500000US06001.06013&tid=ACSDT1Y2019.B15002&hidePreview=false>

<sup>25</sup> United States Census Bureau, "Sex By Educational Attainment" .  
<https://data.census.gov/cedsci/table?q=American%20Community%20survey%20Table%20B15002&q=0500000US06001.06013&tid=ACSDT1Y2019.B15002&hidePreview=false>

<sup>26</sup> Employment Projections: 2016-2026 Local Employment Projections Highlights," *Employment Development*

Area varies considerably by race and ethnicity. For example, of individuals ages 25 - 64, more than 60% of Asian or Pacific Islanders have a Bachelor's Degree compared to 29% of the Black population and less than 28% of the Latinx population.<sup>27</sup> These educational disparities depict a critical challenge to achieving equity in the workforce.

Table 2. Bay Area Resident Education by Race

Bay Area Residents with a High School Diploma or Less <sup>28</sup>	
Race	Percentage with HS Diploma or Less
Asian or Pacific Islander Immigrant	21%
Asian or Pacific Islander U.S.-born	12%
Black	31%
Lantinx Immigrant	71%
Lantinx U.S.-born	37%
Native American	40%
White	14%

## Workforce Age

In the East Bay, 1,886,664 people (67.9%) are of “working age,” between 15 and 64 years old. There are 172,120 additional individuals (6.1%,) between the ages of 10 to 14, who will likely enter the workforce in the near future.<sup>29</sup> Figure 6 demonstrates the share of the East Bay population by age group.

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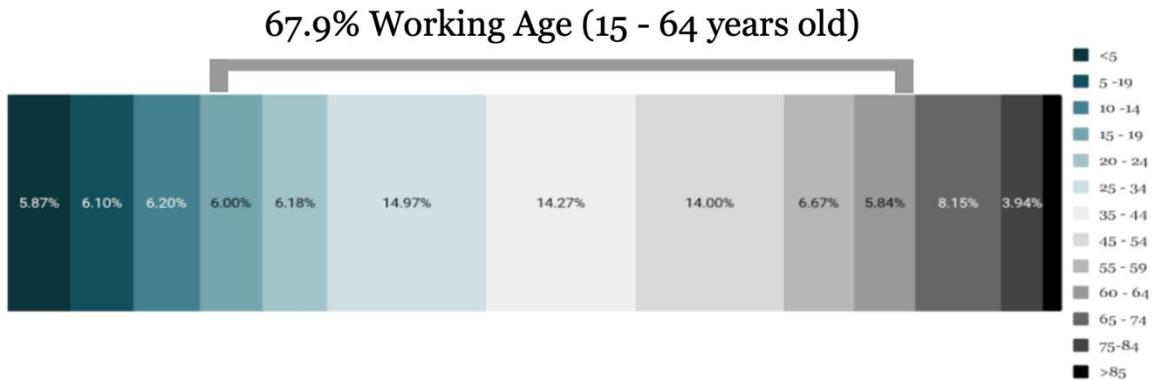
Department State of California, accessed February 22, 2021  
<https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html>

<sup>27</sup> Abbie Langston, Edward Muña, and Matthew Walsh, “Advancing Workforce Equity in The Bay Area: A Blueprint for Action,” *Rework The Bay*, 28, Accessed February 22 2021, [https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area\\_FINAL\\_0.pdf](https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_0.pdf)

<sup>28</sup> Langston, Muña, and Walsh, “Advancing Workforce Equity,” 28 . [https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area\\_FINAL\\_0.pdf](https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_0.pdf)

<sup>29</sup> “American Community Survey Demographic and Housing Estimates: 5-Year Estimates Data Profile ,” *United States Census Bureau*, 2018, <https://data.census.gov/cedsci/table?q=dp05&g=0500000US06001.06013&tid=ACSDP5Y2018.DP05&hidePreview=false>

Figure 6. Age of East Bay Population<sup>30</sup>



### Cost of Living

The annual cost of living for a family of two adults and two children in Alameda County is \$121,922 in Alameda County, and \$125,672 in Contra Costa County. In the East Bay, housing constitutes the largest expenditure in a family's budget. Before the COVID-19 pandemic, child care constituted 15% of the cost of living budget. Due to the pandemic, many working families can no longer rely on traditional child care options, which has likely impacted child care expenses. While the portion of the cost of living devoted to transportation has likely declined for better-off workers who have been able to work from home, transportation remains a substantial cost for lower income workers who do not have this option. This is particularly true for those who have had to relocate farther from their place of employment in search of more affordable housing.<sup>31</sup> Table 3 below shows the breakdown in the annual cost of living for a typical family in Alameda and Contra Costa Counties.

Table 3. Annual Cost of Living for a Family in Alameda & Contra Costa Counties<sup>32</sup>

Costs	Alameda County	% of Total Cost of Living	Contra Costa County	% of Total Cost of Living
Housing	\$27,525	22.58%	\$28,713	22.85%
Food	\$10,959	8.99%	\$10,443	8.31%
Child Care	\$17,984	14.75%	\$18,440	14.67%
Transportation	\$14,679	12.04%	\$15,922	12.67%
Health Care	\$13,228	10.85%	\$12,953	10.31%

<sup>30</sup> United States Census Bureau, "Demographic and Housing Estimates". <https://data.census.gov/cedsci/table?q=dp05&q=0500000US06001.06013&tid=ACSDP5Y2018.DP05&hidePreview=false>

<sup>31</sup> "Family Budget Calculator" *Family Budget Map*, Economic Policy Institute, last modified March, 2018, <https://www.epi.org/resources/budget/>

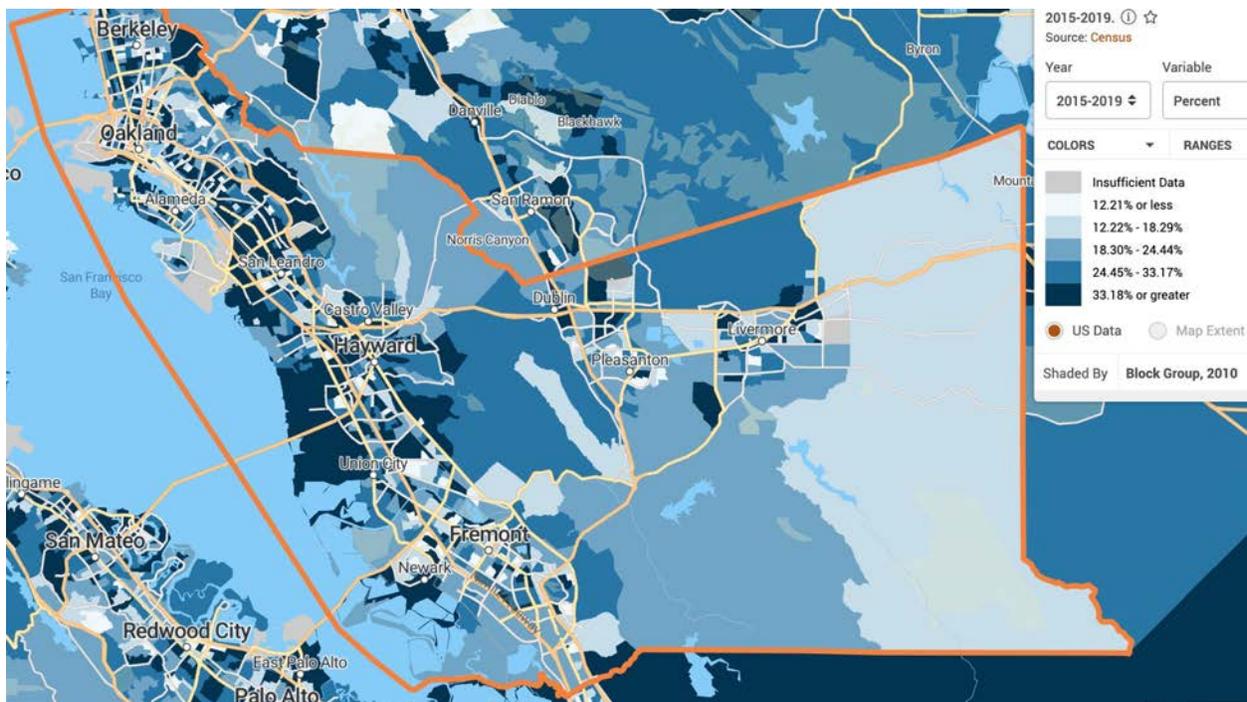
<sup>32</sup> "Family Budget Calculator" *Family Budget Map*, Economic Policy Institute, last modified March, 2018, <https://www.epi.org/resources/budget/>

Costs	Alameda County	% of Total Cost of Living	Contra Costa County	% of Total Cost of Living
Other Necessities	\$15,526	12.73%	\$15,797	12.57%
Taxes	\$22,021	18.06%	\$23,405	18.62%
Total	\$121,922	100.00%	\$125,672	100.00%

### High Housing Cost

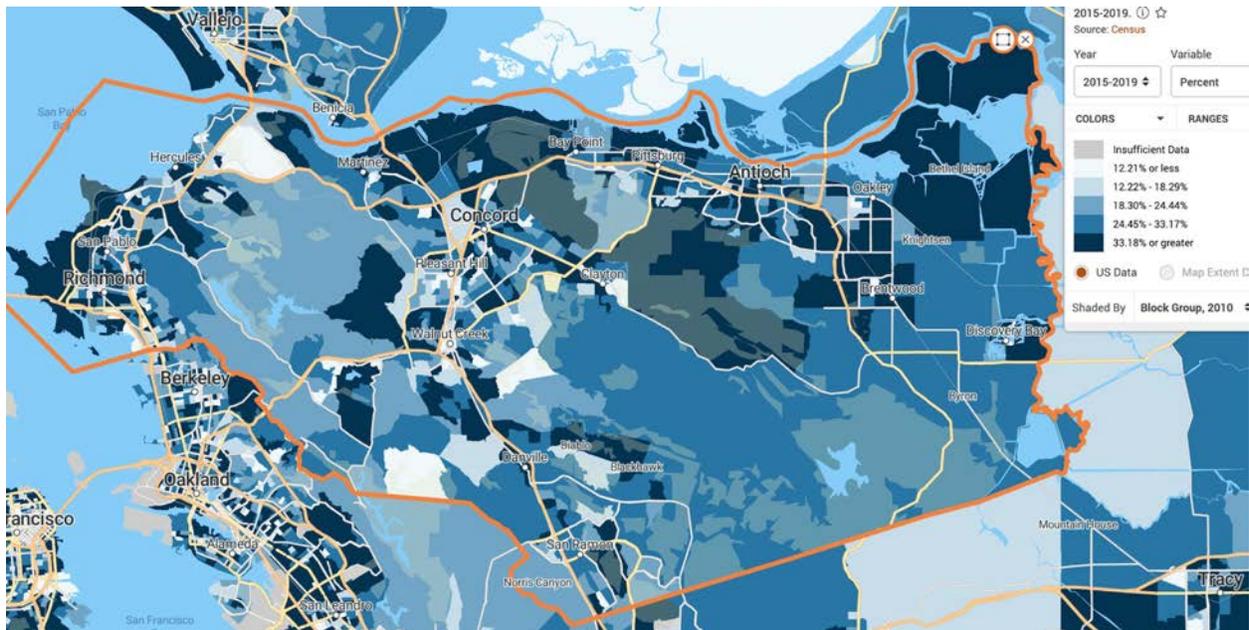
The very large number of households in the East Bay whose incomes fall below the cost of living identified in the table above are required to spend an unmanageable portion of their income on housing. When a household spends 30% or more of its income on housing costs, it is considered housing burdened. Much of the East Bay is overburdened by housing costs. Almost all of the East Bay has households that are housing burdened, however, specific geographic locations (as shown in the maps below, developed from recent data from the U.S. Census) have much higher percentages of their communities that are considered housing burdened.

Figure 7. Alameda Homeowners Burdened by Housing Costs (Census 2015 - 19)



As the maps indicate, the western portion of Alameda County is home to communities that are experiencing housing burden, specifically portions of the cities of Berkeley, Hayward, and Oakland. In contrast, the areas in Contra Costa County with the highest percentage of their community burdened by housing costs are scattered throughout the county.

Figure 8. Contra Costa Homeowners Burdened by Housing Costs (Census 2015 - 19)



## Workforce Household Income

Cost of living for a two-adult and two-child household exceeds the median household income in both Alameda (\$121,922 cost of living compared to \$92,574 income) and Contra Costa (\$125,672 compared to \$93,712).<sup>33,34,35</sup> Many households in the East Bay earn much less than the national median income (\$68,703 in 2019).<sup>36</sup> Nearly one quarter of households in Alameda and Contra Costa Counties had an income between \$10,000 and \$49,999. In addition, both counties have a sizable number of households making less than \$10,000 per year (4.2% in Alameda and 3.5% in Contra Costa).<sup>37</sup> Further detail is provided in Figure 9 below. In the State of California, minimum wage is \$13.00 per hour for employers with 25 or less employees and is \$14.00 per hour for employers with 26 or more employees.<sup>38</sup>

<sup>33</sup> "Family Budget Calculator" Family Budget Map, Economic Policy Institute, last modified March, 2018, <https://www.epi.org/resources/budget/>

<sup>34</sup> Jessica Semega, Melissa Kollar, Emily A. Shrider, and John Creamer, "Income and Poverty in the United States: 2019" *United States Census Bureau*, September 15, 2020, [https://www.census.gov/library/publications/2020/demo/p60-270.html#:~:text=Median%20household%20income%20was%20%2468%2C703.and%20Table%20A%2D1\).](https://www.census.gov/library/publications/2020/demo/p60-270.html#:~:text=Median%20household%20income%20was%20%2468%2C703.and%20Table%20A%2D1).)

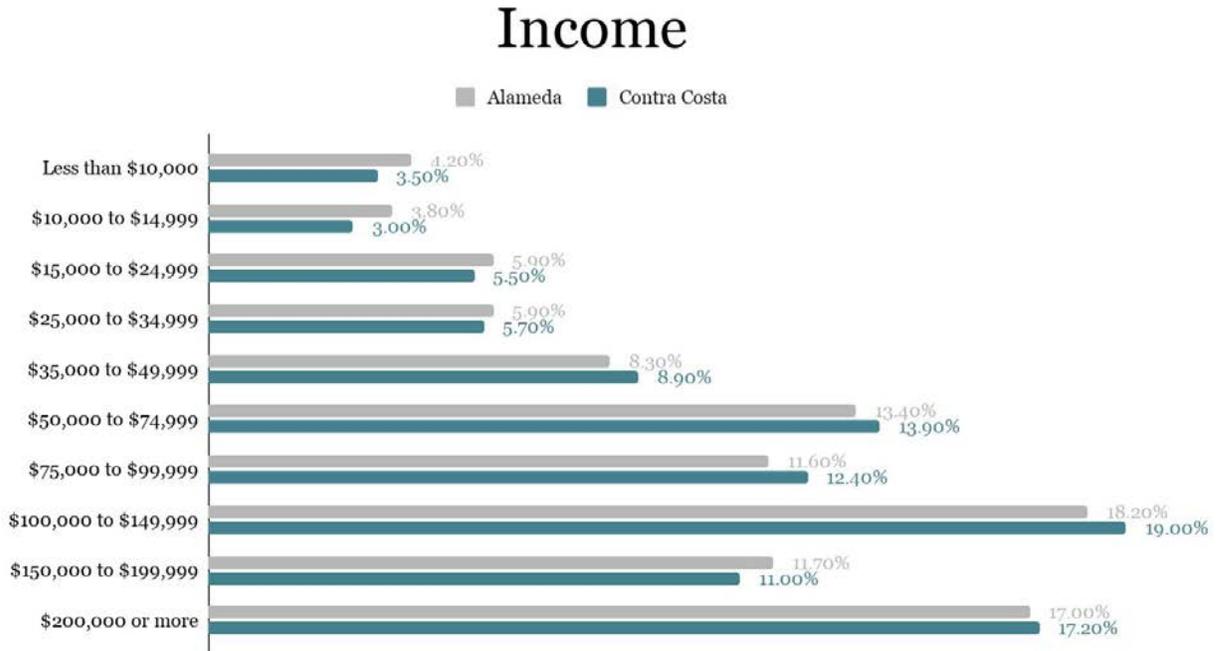
<sup>35</sup> "Income in the Past 12 Months (In 2018 Inflation-Adjusted Dollars): 2018: ACS 5-Year Estimates Subject Tables," *United States Census Bureau*, 2018, <https://data.census.gov/cedsci/table?q=S1901&q=0500000US06001.06013&tid=ACSST5Y2018.S1901&hidePreview=false>

<sup>36</sup> Jessica Semega, Melissa Kollar, Emily A. Shrider, and John Creamer, "Income and Poverty in the United States: 2019" *United States Census Bureau*, September 15, 2020, [https://www.census.gov/library/publications/2020/demo/p60-270.html#:~:text=Median%20household%20income%20was%20%2468%2C703.and%20Table%20A%2D1\).](https://www.census.gov/library/publications/2020/demo/p60-270.html#:~:text=Median%20household%20income%20was%20%2468%2C703.and%20Table%20A%2D1).)

<sup>37</sup> United States Census Bureau "Income in the Past 12 Months" . <https://data.census.gov/cedsci/table?q=S1901&q=0500000US06001.06013&tid=ACSST5Y2018.S1901&hidePreview=false>

<sup>38</sup> "State Minimum Wage Laws," Wage and Hour Division, U.S. Department of Labor, last modified January 1, 2021, <https://www.dol.gov/agencies/whd/minimum-wage/state#ca>

Figure 9: Proportion of the Population at Different Income Levels in the East Bay



The technology boom of recent decades brought dramatic changes to the San Francisco Bay Area. However, from 1990 to 2018, the Bay Area experienced incredible job growth, the highest of which was for low-wage jobs (50% compared to 38% for high-wage and 25% for middle-).<sup>39</sup> However, during this same period, increases in total earnings for low- and middle-wage workers (51% and 44%, respectively) significantly lagged behind those for high-wage workers (149%).<sup>40</sup> During this same period, .<sup>41</sup> Though the number of low-wage jobs grew faster than the number in other categories, the wages for those jobs increased at just one third of the rate for high-wage jobs, raising significant questions about entrenched injustice within the region’s economy.

There are multiple factors that are currently contributing to an economic crisis for lower income workers in the East Bay. These include: an extraordinarily high cost of living, including an inordinate amount of income spent on housing; and growing commutes for workers who have relocated in search of lower housing costs. These burdens have fallen most heavily on communities of color, which are disproportionately represented among lower income workers. For this reason, racial equity and economic justice must continue to be key reference points for the creation of workforce development strategies for the region.

### Poverty

The rate of residents living in poverty in the East Bay (8.47%) is considerably lower than the national average (12.3%); however, these figures do not account for the high costs of living in the East Bay compared to the rest of the nation (see Cost of Living above). The federal poverty line

<sup>39</sup> Langston, Muña, and Walsh, “Advancing Workforce Equity,” 24 . [https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area\\_FINAL\\_0.pdf](https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_0.pdf)

<sup>40</sup> Ibid.

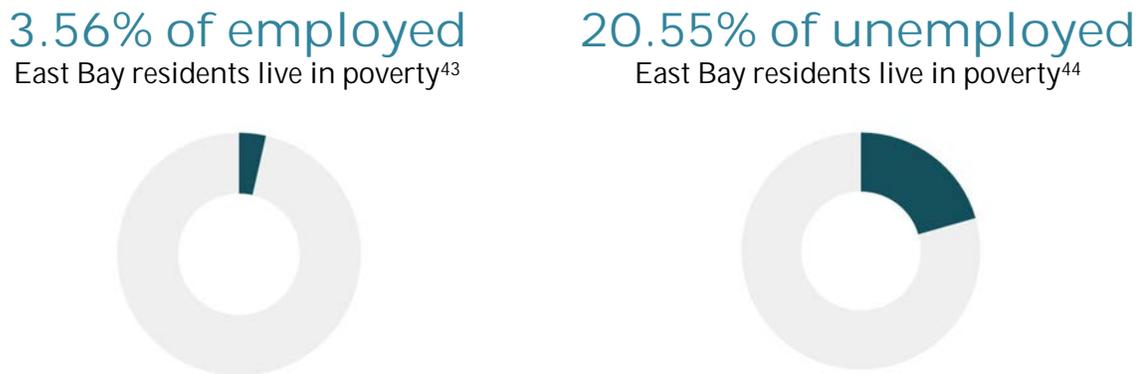
<sup>41</sup> Langston, Muña, and Walsh, “Advancing Workforce Equity,” 24 . [https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area\\_FINAL\\_0.pdf](https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_0.pdf)

does not take into account geographic differences in the costs associated with housing, transportation, child care, or medical costs, for example.<sup>42</sup>

In the Bay Area as a whole, nearly 60% of Black women renters and more than 50% of Latinx women renters “are both housing-cost burdened (meaning they spend more than 30 percent of their income on housing) and economically insecure (meaning they have family incomes below 200 percent of the federal poverty level). This is more than double the rate for white male renters.”

Employment is a major protective factor against poverty. Therefore, workforce development initiatives that enable unemployed individuals to secure employment should be viewed as a major anti-poverty strategy in the region. Figure 10 indicates the poverty rate for unemployed East Bay residents in contrast with that of employed residents.

Figure 10. Poverty Rates for Employed and Unemployed Individuals in the East Bay



The above findings are particularly relevant during the current economic crisis. For low-wage workers (those earning less than \$27,000 per year), the employment rate from January to October 2020 decreased by 22% in Alameda and 33% in Contra Costa. This is in contrast to only a 0.9% decrease for high-wage workers (those earning more than \$60,000) in Alameda and a 0.1% increase in employment for high-wage workers in Contra Costa.<sup>45</sup> The threat of unemployment makes already disadvantaged low-wage workers even more susceptible to falling into or falling further into poverty.

Poverty among Black residents of the East Bay is 3 times the rate for white residents, while poverty among the Latinx East Bay community is 1.8 times the rate for those who are white.

<sup>42</sup> Areeba Haider, Justin Schweitzer, “The Poverty Line Matters, But It Isn’t Capturing Everyone It Should,” *Center for American Progress*, March 5, 2020  
<https://www.americanprogress.org/issues/poverty/news/2020/03/05/481314/poverty-line-matters-isnt-capturing-everyone/>

<sup>43</sup> “Poverty Status in the Past 12 Months: 2019: ACS 1-year Estimates Subject Tables” *The United States Census Bureau*, 2019,  
<https://data.census.gov/cedsci/table?q=poverty&g=0500000US06001,06013&tid=ACSST1Y2019.S1701&hidePreview=false>

<sup>44</sup> United States Census Bureau, “Poverty Status” .  
<https://data.census.gov/cedsci/table?q=poverty&g=0500000US06001,06013&tid=ACSST1Y2019.S1701&hidePreview=false>

<sup>45</sup> Langston, Muña, and Walsh, “Advancing Workforce Equity,” 39 . [https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area\\_FINAL\\_0.pdf](https://reworkthebay.org/wp-content/uploads/2021/01/Advancing-Workforce-Equity-in-the-Bay-Area_FINAL_0.pdf)

Among all census-designated race categories, whites have the lowest poverty rate. Table 4 below provides the most recent census data by race for residents of Alameda and Contra Costa Counties.

Table 4. Poverty Rates by Race in the East Bay (2019)<sup>46</sup>

Race	Alameda County		Contra Costa County		Combined	
	Number	Percent	Number	Percent	Number	Percent
<i>By Census Race Category</i>						
American Indian and Alaska Native	1,180	9.60%	NA	NA	NA	NA
Asian	35,178	6.90%	10,270	5%	45,448	6.34%
Black or African American	33,881	19.30%	14,771	14.8%	48,652	17.68%
Native Hawaiian and Other Pacific Islander	797	6%	N/A	N/A	N/A	N/A
Two or More Races	7,546	7.20%	5,349	7.4%	12,895	7.32%
White	39,280	6.20%	33,500	5.6%	72,780	5.90%
Other Race	27,699	14.70%	25,816	16.1%	53,515	15.32%
<i>By Hispanic or Latino Ethnicity (as defined by the Census)</i>						
Hispanic or Latino	37,577	10.30%	34,202	11.5%	71,779	10.84%
Not Hispanic or Latino	107,984	8.45%	56,306	6.66%	164,290	7.73%

### 1.c. Labor Force

#### Unemployment

As of October 2020, the East Bay region had a slightly lower rate of unemployment (7.9% in both Alameda and Contra Costa County) than the state as a whole (9%). The region's unemployment rate more than doubled since March 2020 when it was 3.9%.<sup>47</sup> According to a national Federal Reserve analysis, COVID-19-caused unemployment is disproportionately impacting workers in the lowest wage quartile.<sup>48</sup> Wage earners in the lowest quartile are experiencing unemployment above 20%, compared to less than 5% for the highest-wage earners.

<sup>46</sup> United States Census Bureau, "Poverty Status" . <https://data.census.gov/cedsci/table?q=poverty&g=0500000US06001,06013&tid=ACSST1Y2019.S1701&hidePreview=false>

<sup>47</sup> "East Bay Economic Outlook 2020," *East Bay Economic Development Alliance*, published May 21, 2020, <https://drive.google.com/file/d/1mB3T8vx56GPxjlonuspUipFvEnvDvpdl/view>

<sup>48</sup>All of the following data is from Lael Brainard, speech on full employment in the new monetary policy framework, January 13, 2021. <https://www.federalreserve.gov/newsevents/speech/brainard20210113a.htm>

White unemployment rates nationwide are at 6%, while Latinx unemployment is 9.3% and Black unemployment is 9.9%. Table 5 provides a snapshot of employment in Alameda and Contra Costa Counties.

Table 5. October 2020 East Bay Labor Force<sup>49</sup>

County	Labor Force	Employment	Unemployment	Unemployment Rate
Alameda	830,900	765,400	65,500	7.9%
Contra Costa	552,600	508,900	43,700	7.9%

In an article published in June of 2020, the U. S. Bureau of Labor Statistics acknowledged that the published national unemployment rate of 13.3% for May of that year was actually closer to 16.4%<sup>50</sup> It is likely that the unemployment rates identified above are even higher than estimated due to this misclassification.

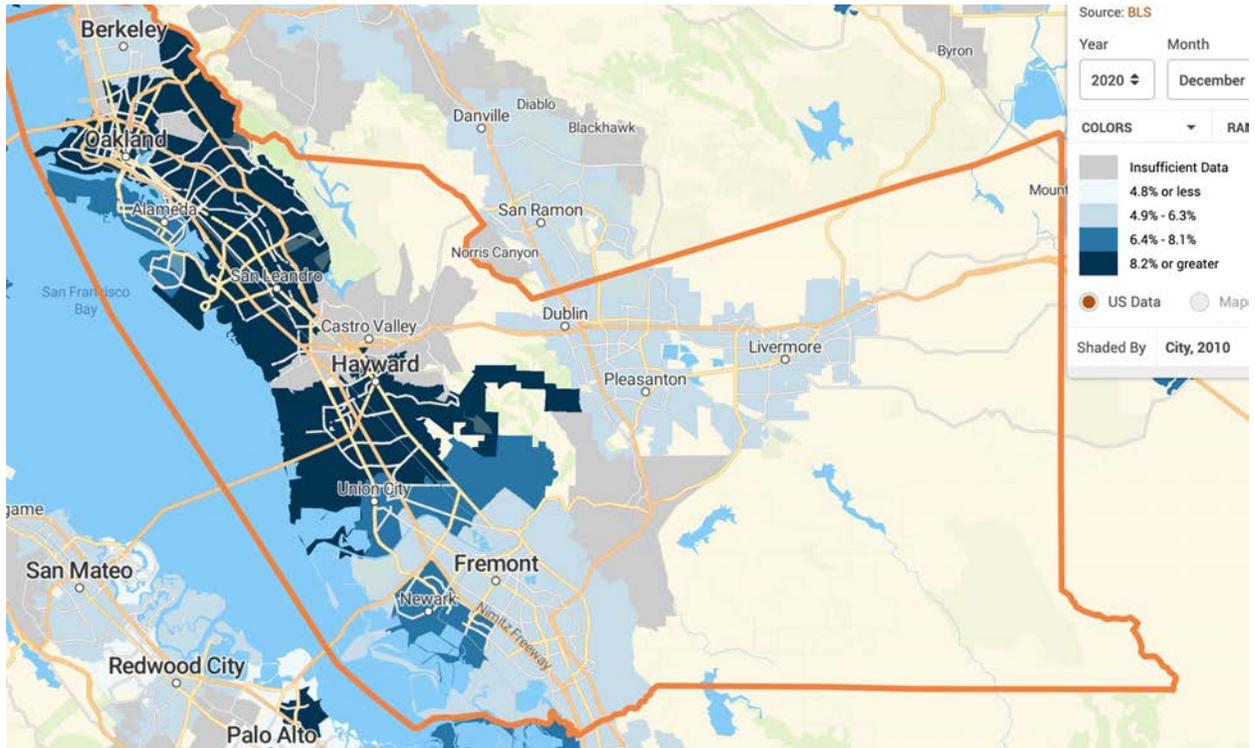
Although the East Bay Region has a lower rate of unemployment than does California, cities within the region have higher rates than the state as a whole. In Alameda County, the highest rates of unemployment are concentrated in the cities of Hayward, Oakland, and San Leandro. Historically, certain ZIP Codes within Oakland and Hayward in Alameda County, and Richmond and Pittsburg in Contra Costa County have experienced disproportionately high levels of unemployment compared to the surrounding region. It is likely that these communities have continued to experience extremely high rates of unemployment during the economic crisis sparked by the pandemic.

The maps that follow provide a sense of the distribution of unemployment across each county in the East Bay region.

<sup>49</sup> "Monthly Labor Force Data for Counties, October 2020 - Preliminary," Employment Development Department: Labor Market Information Division, published November 20, 2020, [https://docs.google.com/spreadsheets/d/1boqhAzDjtfSsxi1sTUijeJDEL\\_CTO1i/edit#gid=175580821](https://docs.google.com/spreadsheets/d/1boqhAzDjtfSsxi1sTUijeJDEL_CTO1i/edit#gid=175580821)

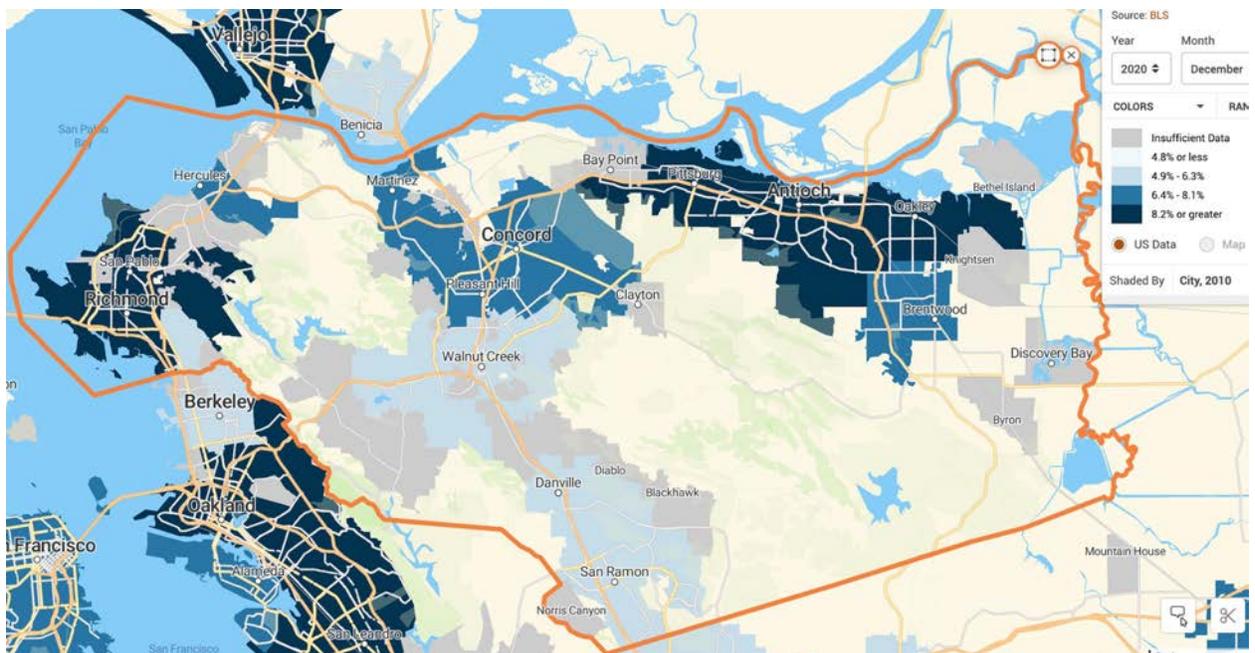
<sup>50</sup> Update on the Misclassification that Affected the Unemployment Rate, U.S. Bureau of Labor Statistics, June 29, 2020 <https://blogs.bls.gov/blog/2020/06/29/update-on-the-misclassification-that-affected-the-unemployment-rate/>

Figure 11: Alameda County Unemployment Rates: December 2020



In Contra Costa County, the highest rates of unemployment are in the cities of Richmond, Pittsburg, Antioch, and Oakley.

Figure 12. Contra Costa County Unemployment Rates: December 2020



Although the unemployment rates the number of “people who are jobless, looking for a job, and available for work” is an important indicator of a regional workforce, it is also important to consider the labor force participation rate, which provides the “percentage of the population [16 years old and over] either working or actively seeking work.”<sup>51, 52</sup> In other words, those not counted in the labor force participation rate are, for whatever reason, not participating in the labor force. Along with the 7.9% of unemployed people who are actively looking for work in the East Bay, 32.9% of individuals over the age of 16 in Alameda and 35.2% in Contra Costa have chosen not to participate in the labor market. These numbers are even higher for individuals who are living in poverty, of whom more than half have dropped out of the labor market. As presented in Table 6 below, education appears to be a major protective factor against leaving the labor market, as 34.6% of individuals in Alameda County with less than a high school diploma have dropped out of the labor force compared to only 13% with a bachelor’s degree or more. The numbers are similar for Contra Costa County (32.1% and 15.3%, respectively).<sup>53</sup>

Table 6. East Bay Labor Force Participation Rate 2019<sup>54</sup>

	Alameda County	Contra Costa County	California
Over Age 16	67.1%	64.8%	63.7%
Under Poverty	45.5%	49.5%	48.5%
< High School Graduate	65.4%	67.9%	65.5%
High School Graduate	75.0%	74.2%	73.1%
Some College or Associates	80.0%	79.2%	73.1%
Bachelor’s Degree or Higher	87.0%	84.7%	85.8%

In November 2020, approximately eight months into the COVID-19 pandemic, the labor force participation rate for California as a whole was 60.5% (39.5% not participating).<sup>55</sup> According to a national Federal Reserve analysis released in January 2021, “labor force participation for prime-age workers has declined, particularly for parents of school-aged children, where the declines have been greater for women than for men, and greater for Black and Hispanic mothers than for White mothers.”<sup>56</sup> These statistics demonstrate that the pandemic has not only worsened

<sup>51</sup> “How the Government Measures Unemployment: What are the basic concepts of employment and unemployment?” U.S. Bureau of Labor Statistics, last modified October 8, 2015, [https://www.bls.gov/cps/cps\\_htgm.htm](https://www.bls.gov/cps/cps_htgm.htm)

<sup>52</sup> U.S. Bureau of Labor Statistics, “How the Government Measures Unemployment” . [https://www.bls.gov/cps/cps\\_htgm.htm](https://www.bls.gov/cps/cps_htgm.htm)

<sup>53</sup> “Employment Status: ACS 5-Year Estimates Subject Table,” U.S. Census Bureau, 2019 [https://data.census.gov/cedsci/table?q=s2301&g=0400000US06\\_0500000US06001.06013&tid=ACSST5Y2019.S2301&hidePreview=false](https://data.census.gov/cedsci/table?q=s2301&g=0400000US06_0500000US06001.06013&tid=ACSST5Y2019.S2301&hidePreview=false)

<sup>54</sup> U.S. Census Bureau, “Employment Status” . [https://data.census.gov/cedsci/table?q=s2301&g=0400000US06\\_0500000US06001.06013&tid=ACSST5Y2019.S2301&hidePreview=false](https://data.census.gov/cedsci/table?q=s2301&g=0400000US06_0500000US06001.06013&tid=ACSST5Y2019.S2301&hidePreview=false)

<sup>55</sup> “Labor Force Participation Rate for California [LBSNSA06],” U.S. Bureau of Labor Statistics, retrieved from Federal Reserve Bank of St. Louis, February 22, 2021. <https://fred.stlouisfed.org/series/LBSNSA06>

<sup>56</sup> Lael, Brainard, speech on full employment in the new monetary policy framework, January 13, 2021. <https://www.federalreserve.gov/newsevents/speech/brainard20210113a.htm>

unemployment, but has potentially forced additional people out of the labor force altogether, creating additional strain on communities and municipal services.

Prior to the pandemic (as shown in Table X below), although youth unemployment in the East Bay was lower than the unemployment rate for the state as a whole, Alameda County was facing lower rates of youth labor force participation than the rest of California. In Alameda, 70.5% of 16 to 19 year-olds and only 32.2% of 20 to 24 year-olds were participating in the labor market.

Table 7. Youth Unemployment and Labor Force Participation Rate 2019<sup>57</sup>

Age	Labor Force Participation			Unemployment		
	Alameda	Contra Costa	California	Alameda	Contra Costa	California
16 - 19	29.5%	37%	31%	11.2%	15.6%	18.44%
20 - 24	67.8%	76%	72.7%	7.9%	5.3%	9.2%

#### 1.d. Industry and Occupational Demand

##### Job Openings

Likely impacted by the pandemic, the total number of jobs in the East Bay Region decreased by 10.5% from October 2019 to October 2020. The leisure and hospitality industry was particularly impacted during that time period, losing 36,700 (30.4%) jobs.<sup>58</sup> Table 8 below demonstrates....

Table 8. Total Employers, Employees and Payroll for the East Bay Region and California<sup>59</sup>

Area	Total Employer Establishments	Total Employees	Total Annual Payroll (\$1,000)
Alameda	40,508	698,915	\$51,985,434
Contra Costa	24,286	340,960	\$23,960,119
California	954,632	15,223,664	\$1,020,958,926

While there has been a decrease in the region's total number of jobs, the East Bay region still has job openings in a variety of industries. Considering the larger percentage of the population with a low level of formal education (see Workforce Education section above), it might be encouraging that the top 10 occupations with the most projected job openings between 2016 and

<sup>57</sup> "Employment Status: ACS 5-Year Estimates Subject Table [ Table S2301]," U.S. Census Bureau, 2019 [https://data.census.gov/cedsci/table?q=s2301&g=0400000US06\\_0500000US06001.06013&tid=ACSST5Y2019.S2301&hidePreview=false](https://data.census.gov/cedsci/table?q=s2301&g=0400000US06_0500000US06001.06013&tid=ACSST5Y2019.S2301&hidePreview=false)

<sup>58</sup> Employment Development Department, "Monthly Labor Force Data".

[https://docs.google.com/spreadsheets/d/1boqhAzDjefSsxi1sTUijeJDEL\\_CTO1i/edit#gid=175580821](https://docs.google.com/spreadsheets/d/1boqhAzDjefSsxi1sTUijeJDEL_CTO1i/edit#gid=175580821)

<sup>59</sup> "COVID-19 Demographic and Economic Resources: US Demographic and Economic Data At A Glance," U.S. Census Bureau COVID-19 Site, last modified January 1, 2021, <https://covid19.census.gov/>

2026 only require a high school diploma or less. However, as shown in Table 9 below, none of these occupations provide wages comparable to the median income (\$92,574 in Alameda and \$93,712 in Contra Costa). Personal care aides were projected to have the most job openings, followed by food workers, cashiers, retail salespersons, and waiters and waitresses. Due to the impact on both the leisure and hospitality and retail industries from the pandemic, it is possible that the demand for these positions will be impacted, at least in the short term future. Out of the occupations with the most projected job openings, personal care aides are the lowest paid (\$24,707 median annual wage) and customer service representatives are the highest (\$41,998).

Table 9. East Bay Job Openings by Occupation 2016 - 2026<sup>60,61</sup>

Occupational Title	Qualifications	Total Projected Job Openings	Median Hourly Wage	Median Annual Wage
Personal Care Aides	High School diploma or equivalent	82,800	\$11.88	\$24,707
Combined Food Preparation and Serving Workers, Including Fast Food	No credential required	51,000	\$12.18	\$25,325
Cashiers	No credential required	47,950	\$12.46	\$25,909
Retail Salespersons	No credential required	40,880	\$12.92	\$26,880
Waiters and Waitresses	No credential required	32,740	\$13.06	\$27,166
Laborers and Freight, Stock, and Material Movers, Hand	No formal educational credential	29,150	\$15.63	\$32,497
Office Clerks, General	High School diploma or equivalent	27,490	\$18.24	\$37,934
Stock Clerks and Order Fillers	High School diploma or equivalent	22,540	\$13.52	\$28,128
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	No credential required	22,150	\$16.75	\$34,829
Customer Service Representatives	High School diploma or equivalent	21,270	\$20.20	\$41,998

<sup>60</sup> "Employment Projections: 2016-2026 Local Employment Projections Highlights," *Employment Development Department State of California*, accessed February 22, 2021

<https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html>

<sup>61</sup> Updated projections that consider the impact of COVID and recovery efforts may look different.

## COVID-19 Impact on Job Openings in the East Bay

In contrast to the projections (2016 to 2026) presented above, the San Francisco Bay Center of Excellence for Labor Market Research examined job postings over an eight-month period during the pandemic (March through October 2020). This analysis is reflected in the charts below, which show the types of low-level and mid-level skill jobs in the East Bay with the most job openings over this period on average. Middle-skill jobs are defined as jobs “that require more education and training than a high school diploma but less than a four-year college degree.”<sup>62</sup> Of the 25 jobs they recorded the most postings for, 19 are considered to require only low- or middle-level skills. Although the “Laborer / Warehouse” worker was the leading job in terms of the number of postings during the period (1,961), the second most prevalent was “Software Developer / Engineer” (1,128), which is considered a high-skill job.<sup>63</sup> Overall, low-skill jobs appear to be more resilient during the COVID-19 pandemic than middle skills jobs, with 7,199 low skill job postings versus 4,466 middle skill job postings in the region.

Many similar occupations projected to have the most job openings in the table above are also proving to be resilient during the pandemic, as indicated in the chart below. The “Laborer / Warehouse” occupation, which likely corresponds with the category of “Laborers and Freight, Stock, and Material Movers, Hand” is the most resilient occupation during the pandemic and was also projected to be the occupation with the 6th most openings between 2016 and 2026. Personal care aides were the most projected occupation before the pandemic and are still very prevalent in the region, ranking seventh most common in the Excellence for Labor Market Research’s analysis. Considering the extra demand for cleanliness and sanitation caused by the public health crisis,<sup>64</sup> it is particularly noteworthy that “Janitors and Cleaners, Except Maids and Housekeeping Cleaners,” which ranked number nine in the projection, does not even appear in the most COVID resilient list. Many of these positions may have experienced a reduced demand because employees are now working from home instead of in office buildings. This is one occupation that could rebound in the near future, especially as workers return to the workplace while the pandemic continues. “Sales Delivery Driver” makes an appearance on the most resilient list, but was not projected at all before the pandemic, which is likely the result of the increasing number of Americans buying goods online during the pandemic.<sup>65</sup>

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<sup>62</sup> “Research: Middle Skills,” *Harvard Business School*, accessed February 22, 2021  
<https://www.hbs.edu/competitiveness/research/Pages/middle-skills.aspx>

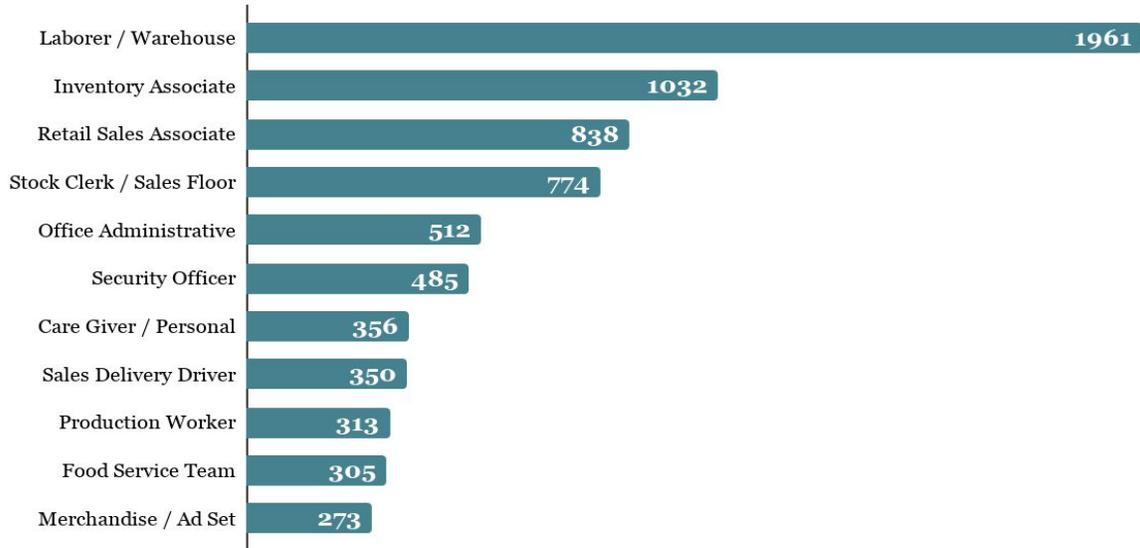
<sup>63</sup> “San Francisco Bay Center of Excellence for Labor Market Research,” *San Francisco Bay Region: LMI News & Updates*, published December, 2020 <https://sites.google.com/bacc.net/coe>

<sup>64</sup> Dan Biewener, “Janitorial Services Face Explosive Demand Due to COVID-19. Are You Ready?” *Fundbox*, March 24, 2020 <https://fundbox.com/blog/covid-19-janitorial-demand-rise/>

<sup>65</sup> “Exclusive Data: Twenty-Five Percent of Consumers Say Retail, Online Grocery Digital Shift Will Stick” *PYMNTS*, June 4, 2020 <https://www.pymnts.com/coronavirus/2020/the-great-reopening-doubling-down-on-digital-coronavirus-ecommerce-contactless/>

Figure 13: Low-Skill Job Openings March to November 2020

**East Bay Low-Skill Jobs with the Most Openings During COVID (March - November 2020)**

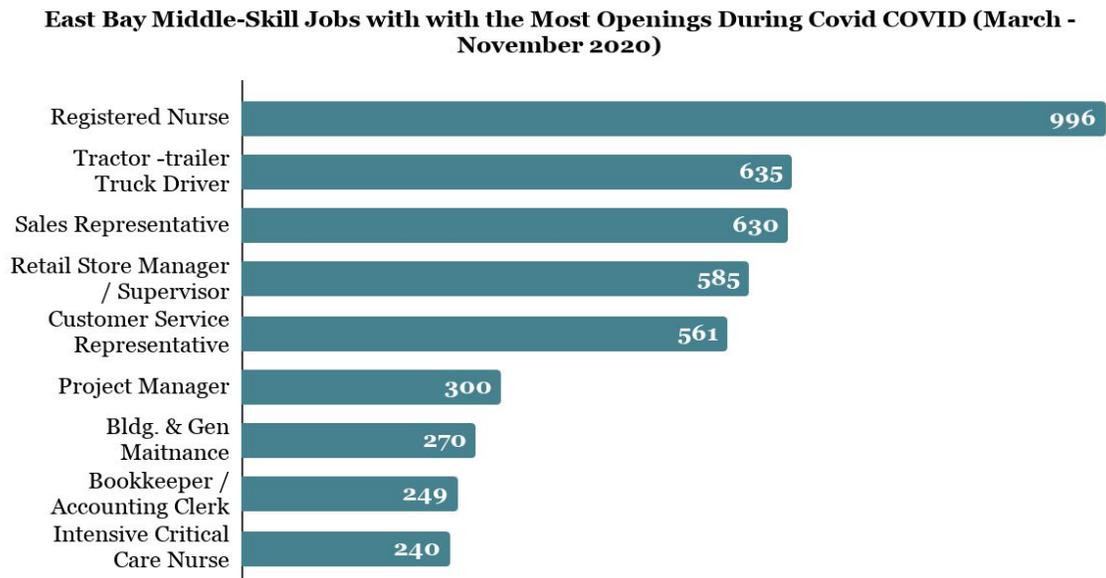


Overall, middle skill jobs comprised 5 out of the top 10 job postings during the pandemic.<sup>66</sup>

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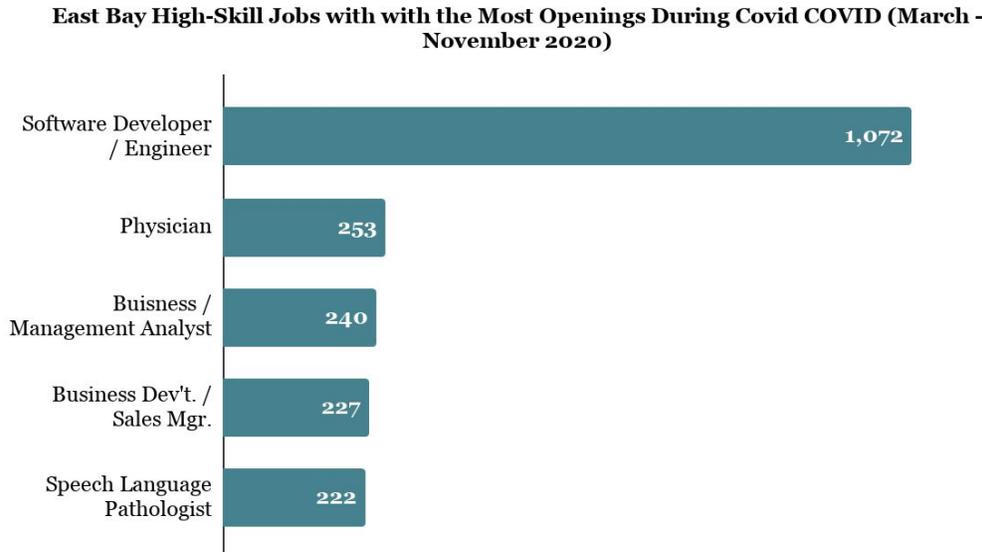
<sup>66</sup> "San Francisco Bay Center of Excellence for Labor Market Research," *San Francisco Bay Region: LMI News & Updates*, December, 2020, <https://sites.google.com/baccc.net/coe>

Figure 14: Middle-Skill Job Openings March to November 2020



Software Developer / Engineer was the only high-skill job in the top 10 job posting.<sup>67</sup>

Figure 15: High Skill Job Openings March to November 2020



### Fastest Growing Occupations

Looking forward, wages for the fastest growing occupations are much higher compared to wages for the current most common jobs. Although many of the fastest growing occupations only

<sup>67</sup>"San Francisco Bay Region: The Labor Market in 2020," Centers of Excellence for Labor Market Research, accessed March 1, 2021, <https://sites.google.com/baccnet/coe>

require at the most an Associates or postsecondary non-degree award, educational requirements for these occupations are substantially higher than the current most common occupations, which only require at most a high school education. Table 10 below demonstrates the wages for the region’s fastest growing occupations. Across these 10 occupations, the average median wage (excluding Medical and Clinical Laboratory Technicians) is \$40,263.

Table 10. East Bay Fastest Growing Occupations (2016 - 2026)<sup>68</sup>

Occupation	Qualifications	Change	Median Hourly Wage	Median Annual Wage
Solar Photovoltaic Installers	High school diploma or equivalent	120.80%	\$18.94	\$39,401
Cabinetmakers and Bench Carpenters	High school diploma or equivalent	50.90%	\$17.90	\$37,237
Diagnostic Medical Sonographers	Associate's degree	42.90%	\$48.02	\$99,881
Medical Assistants	Postsecondary non-degree award	38.30%	\$18.89	\$39,283
Emergency Medical Technicians and Paramedics	Postsecondary non-degree award	37.60%	\$19.35	\$40,263
Surgical Technologists	Postsecondary non-degree award	34.90%	\$31.19	\$64,868
Respiratory Therapists	Associate's degree	33.60%	\$41.68	\$86,711
Medical and Clinical Laboratory Technicians	Associate's degree	33.00%	NA	NA
Home Health Aides	High school diploma or equivalent	32.80%	\$13.20	\$27,454
Magnetic Resonance Imaging Technologists	Associate's degree	31.10%	\$41.55	\$86,426

### Middle-Skill Jobs

Middle-skill jobs, “those that require more education and training than a high school diploma but less than a four-year college degree”<sup>69</sup> are abundant in the East Bay region. The region’s

<sup>68</sup> “Employment Projections: 2016-2026 Local Employment Projections Highlights,” *Employment Development Department State of California*, accessed February 22, 2021

<https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html>

<sup>69</sup> “Research: Middle Skills,” *Harvard Business School*, accessed February 22, 2021

<https://www.hbs.edu/competitiveness/research/Pages/middle-skills.aspx>

large number of people with some college experience or an associate's degree have plenty of potential job opportunities. Table 11 below provides job opening information for the Bay Area as a whole. The occupation title category of bookkeeping, accounting, and auditing clerks have the most job openings out of the region's top 20 occupations with the most openings and the ninth highest wages (\$54,468). is the average median annual wage across the top 20 middle skill occupations which have the most job openings in the East Bay occupations is \$51,412.

Table 11. Bay Area Top 20 Middle Skill Occupations By Total Job Openings (2016-2026)<sup>70</sup>

Occupational Title	Total Projected Openings	Median Hourly Wage	Median Annual Wage
Bookkeeping, Accounting, and Auditing Clerks	14,825	\$26.19	\$54,468
Teacher Assistants	13,662	NA	\$39,704
Nursing Assistants	11,265	\$19.88	\$41,351
Heavy and Tractor-Trailer Truck Drivers	10,355	\$23.82	\$49,548
Medical Assistants	8,959	\$22.18	\$46,139
Preschool Teachers, Except Special Education	5,308	\$20.31	\$42,239
Dental Assistants	5,113	\$21.65	\$45,039
Automotive Service Technicians and Mechanics	5,035	\$25.62	\$53,276
Computer User Support Specialists	4,435	\$33.93	\$70,576
Licensed Practical and Licensed Vocational Nurses	4,426	\$32.50	\$67,595
Manicurists and Pedicurists	4,373	\$13.41	\$27,894
Hairdressers, Hair Stylists, and Cosmetologists	3,991	\$15.02	\$31,244
Paralegals and Legal Assistants	2,575	\$29.59	\$61,552
Massage Therapists	2,532	\$23.36	\$48,598
Telecommunications Equipment Installers and Repairers, Except Line Installers	2,353	\$33.05	\$68,738
Electrical and Electronics Engineering Technicians	2,301	\$31.25	\$64,990
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,041	\$34.18	\$71,110
Web Developers	1,913	\$47.08	\$97,923
Emergency Medical Technicians and Paramedics	1,833	\$17.00	\$35,349
Computer Network Support Specialists	1,531	\$38.97	\$81,061

<sup>70</sup> "Employment Projections: Supply and Demand Tool," Employment Development Department State of California, accessed February 22, 2021, <https://www.labormarketinfo.edd.ca.gov/geography/supply-and-demand-tool.html>

## Industry Trends

Table 12 below provides estimates of 2016-2026 growth in several core industries in the East Bay. Given the disruption to the leisure and hospitality industry caused by the COVID-19 pandemic, the projected growth of this industry is unlikely without significant public investment as part of COVID recovery efforts. Out of the jobs that are considered most vulnerable to layoff in the U.S. during the COVID-19 pandemic, food and beverage jobs are ranked the most vulnerable and travel and attraction-related jobs are the sixth most vulnerable to layoffs.<sup>71</sup>

In the short term, there is potential for the other industries listed below to also be negatively impacted. While healthcare was predicted to be the industry with the most growth between 2016 and 2026, in May of 2020, the American Hospital Association predicted major revenue loss within hospitals due to canceled surgeries and increased cost of protective equipment. This loss of revenue may reduce industry growth, at least in the short term.<sup>72</sup>

Table 12. Top 5 Industries with Projected Growth in the East Bay by 2026<sup>73</sup>

Industry	Percent Increase	2020 Estimate	2026 Estimate
Healthcare	14%	174,200	198,582
Professional, Scientific, and Technical Services	10.8%	101,600	112,607
Construction	12.2%	77,200	86,597
Manufacturing	9.1%	99,700	108,760
Leisure and Hospitality	6.9%	120,000	128,306

### 1.e. Employer Needs

#### Skills

Average monthly job postings in the Bay Area between March and November 2020 revealed that by far the most in-demand skill is “customer service and contact” which is posted 58% more frequently than the second leading skill (scheduling). Because of the increasing sanitation and public health concerns of the pandemic, skills such as cleaning and patient care have the potential to rise in demand. While some of the highest demand skills appear to be those requiring a limited amount of training, others include highly specific training in a particular kind of computer software, for example. Table 13 below shows the number of job postings in the Bay Area from March to October of 2020 that identified the need for a specific skill, provided by the Centers of Excellence for Labor Market Research.

<sup>71</sup> “Aligning Contra Costa’s Workforce with the Regional Economy: Labor Market Analysis to Guide Local Workforce Strategies,” *Contra Costa County Workforce Development Board*, September 29, 2020, 7.

[https://drive.google.com/file/d/16ljBVGdu\\_5A4juKOHarhI9kV1ma7QNwh/view](https://drive.google.com/file/d/16ljBVGdu_5A4juKOHarhI9kV1ma7QNwh/view)

<sup>72</sup> “Hospitals and Health Systems Face Unprecedented Financial Pressures Due to COVID-19,” *American Hospital Association*, May, 2020 <https://www.aha.org/guidesreports/2020-05-05-hospitals-and-health-systems-face-unprecedented-financial-pressures-due>

<sup>73</sup> “East Bay Economic Outlook 2020,” *East Bay Economic Development Alliance*, published May 21, 2020, <https://drive.google.com/file/d/1mB3T8vx56GPxjlonuspUipFvEnvDvpdI/view>

Table 13. Bay Area In-Demand Specialized Skills (Monthly Average Postings March - October 2020)<sup>74</sup>

Skill	# of Postings	Skill	# of Postings
Customer Service and Contact	22,167	Staff Management	4,492
Scheduling	13,978	Accounting	4,342
Sales	10,940	Lifting Ability	3,726
Java / Javascript	10,777	Product Management	3,597
Project Management	9,965	Patient Care	3,577
Budgeting	9,126	Merchandising	3,509
Python	7,100	Linux	3,447
SQL	6,407	Product Sales	3,341
Software Engineering	5,965	Business Development	3,320
Quality Assurance and Control	5,720	Salesforce	3,250
Retail Industry Knowledge	5,436	Data Analysis	3,230
Repair	5,205	Product Development	3,125
Software Development	4,899	Cardiopulmonary Resuscitation	3,103
Teaching	4,652	Data Entry	3,023
Cleaning	4,633	Administrative Support	2,944

### Credentials / Certificates / Licenses

East Bay employers' requirements vary considerably depending on the specific industry, organization, position, and task needed to be performed.

In manufacturing, there are numerous trainings specifically for welding, machining, hydraulics, pneumatics, electronics, and carpentry. More generally, training in process technology can be completed to assist workers in a range of roles, such as refinery operator or food equipment operations. At most manufacturing companies in the region, specific credentials are usually not required before entering the organization.

In healthcare, requirements associated with specific positions are more clear. Emergency Medical Technicians (EMT), behavioral health technicians, and community health workers, for example, are only required to have a high school diploma. Numerous positions require high school diplomas and certificates based on completion of course work and required clinical hours, such as medical and dental assistants. Respiratory technicians are required to obtain an associate's degree at a minimum, and are advised to also have a bachelor's. Pharmacy technicians also require an associate's degrees at a minimum. For imaging positions such as X-

<sup>74</sup> "San Francisco Bay Region: The Labor Market in 2020," Centers of Excellence for Labor Market Research, accessed March 1, 2021, <https://sites.google.com/bacc.net/coe>

ray technicians, an associates degree is required. A bachelor's degree is required for both nuclear technicians as well as mammography technicians.

More advanced healthcare positions such as clinical lab scientists and physical therapists require both a master's degree as well as certain high level certifications. In many cases, physical therapists are now also required to have a doctoral degree.

Due to the COVID-19 pandemic, contact tracer positions have become increasingly in demand. The CDC offers training for those interested in becoming a contact tracer.<sup>75</sup>

## Employers

The East Bay is home to a range of different industries and successful private and public sector organizations. The public sector, health, energy, manufacturing, and retail industries are all represented in the region, as shown in the table of major regional employers below.

Table 14. Major East Bay Employers<sup>76</sup>

Alameda County	Contra Costa County
<ul style="list-style-type: none"> <li>● Alameda County Law Enforcement</li> <li>● Alameda County Sheriff's Office</li> <li>● Alta Bates Summit Medical Center</li> <li>● BART (San Francisco Bay Area Rapid Transit)</li> <li>● Bayer Health Care</li> <li>● California State University East Bay</li> <li>● East Bay Municipal Utility District (EBMUD)</li> <li>● Grifols Diagnostic Solutions</li> <li>● Highland Hospital</li> <li>● Kaiser Permanente Oakland</li> <li>● Lawrence Berkeley Lab</li> <li>● Lawrence Livermore National Laboratory</li> <li>● Lifescan Incorporated</li> <li>● Tesla Incorporated</li> <li>● Transportation Dept-California</li> <li>● UCSF Benioff Children's Hosp</li> <li>● University of California Berkeley</li> <li>● Valley Care Health System</li> <li>● Washington Hospital Healthcare</li> <li>● Western Digital Corporation</li> </ul>	<ul style="list-style-type: none"> <li>● BART</li> <li>● Bio-Rad Laboratories Inc.</li> <li>● Broadspectrum Americas</li> <li>● California &amp; Hawaiian Sugar Company, Inc.</li> <li>● Chevron Corporation</li> <li>● Chevron Research &amp; Technology</li> <li>● Chevron Richmond Refinery</li> <li>● Contra Costa Regional Medical Center</li> <li>● Job Connections</li> <li>● John Muir Health Concord Med</li> <li>● John Muir Medical Center</li> <li>● Kaiser Permanente Antioch Med</li> <li>● Kaiser Permanente Walnut Creek</li> <li>● La Raza Market</li> <li>● Martinez Medical Offices</li> <li>● Nordstrom</li> <li>● Robert Half International</li> <li>● San Ramon Regional Medical Center</li> <li>● Santa Fe Pacific Pipelines</li> <li>● Shell Oil Prod US Martinez</li> <li>● St Mary's College</li> <li>● Sutter Delta Medical Center</li> <li>● Tesoro Golden Eagle Refinery</li> <li>● US Veterans Medical Center</li> <li>● USS-Posco Industries</li> </ul>

<sup>75</sup> "Contract Tracing," *Centers for Disease Control and Prevention*, last modified November 10, 2020, <https://www.cdc.gov/coronavirus/2019-ncov/php/contact-tracing/index.html>

<sup>76</sup> "Major Employers in California," *Employment Development Department State of California*, last modified January, 2019, <https://www.labormarketinfo.edd.ca.gov/majorer/MajorER.asp>

## 2. Fostering Demand-Driven Skills Attainment Regional Sector Pathways

### 2.a. Developing Sector Initiatives for In-Demand Industry Sectors and Occupations

#### Supporting Sector Initiatives

The EBRPU has played a key role in the development of in-demand industry sector initiatives in the East Bay Region and the Greater Bay Area that have made an impact by facilitating connections between employers in these sectors, fostering communication between employers and the workforce, and developing training opportunities that prepare job-seekers for success. The EBRPU's Regional Organizer functions as a central point of contact between the region's industry partnerships, identifying collaborative opportunities, facilitating coordination and managing grants related to strategic initiatives.

The EBRPU is currently working closely with two mature partnerships in the manufacturing and health sectors: the Association of Manufacturers Bay Area (AMBAYArea) and the East Bay Health Workforce Partnership (EBHWP). As indicated in the narrative that follows, the EBRPU has an extensive history of engagement with both of these partnerships, providing financial and infrastructure support, networking, and thought leadership in the development of these efforts. One of the EBRPU's key contributions to these initiatives has been the development of career navigation tools and the creation of training programs for in-demand occupations. In addition, the EBRPU helps to advance the sector initiatives in the region by providing directors of these partnerships with a forum with career centers to share LMI data, answer questions, and discuss training opportunities.

In addition to these endeavors, the EBRPU has a history of involvement in regional information and communications technology sector initiatives that have the potential for renewed activity. This work is also described below. The EBRPU continues to explore the potential reinvigoration of these initiatives, as well as to seek out new areas in which sector initiatives can be fostered.

#### Advanced Manufacturing

The Association of Manufacturers Bay Area (AMBAYArea) includes approximately 60 dues-paying employer partners from the nine county Bay Area, with many more engaged through events and communications. The primary focus of the collaborative is to ensure that manufacturing thrives in the Bay Area. The EBRPU has been engaged with and actively supported AMBAYArea since its inception. AMBAYArea has pursued an array of strategies and activities focused on increasing awareness of and expanding access to career opportunities in advanced manufacturing, aligning available training activities with employer demand, and linking manufacturing employers with prospective employees.

With the support of the EBRPU, AMBAYArea has developed a Manufacturing Ambassador Program to connect manufacturers with students, parents, and educators and increase public awareness of career opportunities in manufacturing. The program selects manufacturing employees who are comfortable with being in a public role to provide presentations to groups of students and others about the benefits of a career in manufacturing. Ambassadors share the story of their choice to train for their specific job, what kind of post-secondary education and training they pursued, and what their current job includes. They are also trained to provide more general information about the variety of career opportunities in manufacturing and what the job market looks like. The Manufacturing Ambassador Program is funded by the EBRPU,

and conducted in partnership with the region's Workforce Development Boards, Bay Area Community Colleges, Bay Area LEEDS (Linking Education and Economic Development Strategies), The Manufacturing Institute, Earn & Learn, and Bay Area schools.

The regional Earn and Learn initiative, which began as a project of the Workforce Development Board of Contra Costa County, also partners with AMBayArea, providing a customer relationship management (CRM) platform that links Local Workforce Boards, K-12 schools and community colleges with work-based learning opportunities in the advanced manufacturing sector.

In the area of access to sector based opportunities, Local Workforce Boards have also participated in a Women in Manufacturing program launched by AMBayArea, which hosted a symposium attended by over 100 participants in February of 2020. The focus of the symposium was on promoting careers in manufacturing to women, sharing career pathway information for these occupations, and offering networking opportunities for professional advancement and entry into the field. AMBayArea has also offered Manufacturing Day and annual Manufacturing Week events to increase awareness of advanced manufacturing careers, which have been participated in by the Local Boards in the East Bay region. AMBayArea sources employers to participate in these events for K12 and community college students.

A key activity of AMBayArea prior to the advent of COVID-19 was the sponsorship of an annual summit that brought together employers and other project partners around employer-driven workshop tracks, which included workforce development. The EBRPU and its Local Boards have played an important role in driving the workforce development-related content of these summit events. AMBayArea is exploring the possibility of future delivery of these summits virtually or through a combination of virtual and in-person.

In 2020, after a highly successful tenure leading the partnership from an idea to a self-sustaining, industry-driven organization in partnership with the region's workforce and economic development entities, AMBayArea's founding Director stepped down. He was succeeded by the Bay Area Community College Consortium's Regional Director of Employer Engagement for advanced manufacturing. The new Director had previously served on the AMBayArea Board and was a long-time collaborator with EBRPU partner Boards, enabling a smooth transition and even deeper partnership between workforce development, industry and community college and high-school partners.

## Health

The East Bay Health Workforce Partnership (EBHWP) is an employer-led initiative carried out with the support of community and education leaders, which seeks to meet current and future workforce needs of healthcare employers, to expand employment opportunities for local workers, and strengthen the regional economy. The EBHWP employs a range of strategies to achieve these goals:

- Increase and diversify the pool of qualified health workers and secure jobs to meet regional demands
- Align the needs and priorities of employers in health profession education and training programs
- Systematically increase work based learning opportunities for K-16 and health professions students
- Build a data-driven rationale for changing current systems, infrastructure development and sustaining healthcare workforce initiatives
- Develop and advocate for policy solutions that eliminate barriers to increase workforce

and education capacity, investment and sustainability

The EBHWP also seeks to implement more specific internship and training opportunities in the healthcare field. These include: identifying opportunities for youth internships with industry partners; support for growing healthcare training opportunities in behavioral health, medical assistant, dental assistant, phlebotomy, emergency medical technician, and pandemic-related employment; and supporting outreach and recruitment for regional training opportunities. The EBHWP has begun to develop apprenticeship models and has taken leadership in designing training programs for contract tracers and community health workers in response to the COVID-19 crisis.

The EBRPU has provided direct funding to the EBHWP for project staffing and has played an active role in implementation of project activities.

### Information and Communications Technology

The EBRPU has had past engagement with the East Bay Information Communication Technology Partnership (EBICTP), now Bay ICT, which launched in 2016 and is made up of regional business leaders and community partners focused on promoting economic growth in the East Bay region through the ICT sector. Historically, the partnership has included employer partners that are leaders in their fields and have a commitment to serving as industry champions for the work of the initiative. An important part of the work of what is now Bay ICT has been to document career pathways, with a particular focus on connecting disadvantaged populations and youth to ICT career opportunities. The EBRPU has been a key partner in this work, along with community based organizations, community colleges, and other institutions and organizations that serve job seekers who might not traditionally be exposed to the career opportunities in the ICT sector.

Bay ICT has also collaborated with the California Community Colleges Bay Area Center of Excellence based at San Francisco City College to access Burning Glass data to better understand the diverse sectors in the ICT field. This labor market information is then validated and enhanced by partnership member companies to inform strategy.

Bay ICT has focused on three key initiatives: 1) Defining a new set of skills for the ICT workplace, which includes both technical and non-technical skills, knowledge, and abilities; 2) Shifting to an experiential learning model, that gives students much more workplace experience and a curriculum focused on problem solving and collaboration, which will require a deeper collaboration between ICT-intensive businesses and education and training institutions and programs; and 3) Building new awareness and attracting more people to ICT careers, using creative approaches and representatives to create a much more diverse workforce.

Based on long-standing feedback from stakeholders, including Workforce Boards, Bay ICT's community college partners have begun developing and offering short-term, flexible training programs for in-demand occupations across sectors that are better aligned to the needs of job seekers, career changers, and incumbent workers. This is a promising trend championed by the partnership. To further enable accessibility, these trainings are registered on the State's Eligible Training Provider List, allowing individuals enrolled in WIOA services access to funding for training.

## Additional EBRPU Strategies and Activities to Support Sector Pathways

The EBRPU is actively working on strategies in which it has a unique role to play in supporting the growth and development of sector pathways in the region. One key area of this work is related to building systems and infrastructure to connect Career Center referrals to sector opportunities in a timely manner. The number and diversity of the network of EBRPU's workforce-related partners represents a unique resource. The multiple America's Job Center of California (AJCC) sites in the region offer a prime mechanism for direct referrals to training and employment opportunities in manufacturing, health, and other in-demand sectors.

An important area of future support from the EBRPU will be the provision of enhanced data on the outcomes of people referred to sector-related activities, which will be carried out with the next round of Regional Plan Implementation funding. Tracking this data (which includes information such as participant completions, certificates, job placements, etc.) more closely will facilitate review of different components of each sector-based partnership to determine what elements are working effectively and where changes need to be made. By incorporating data related to race and gender, the EBRPU will bring an equity lens to this effort, supporting each partnership in ensuring that women and communities of color are obtaining the same opportunities as other individuals in achieving access to sector-based training and employment.

The EBRPU also intends to expand its contribution to the success of these initiatives by developing a more robust system of conveying LMI data to career systems networks and partners. Through its close collaboration with the California Employment Development Department (EDD), and the qualitative and quantitative data provided by the California Community Colleges-Bay Area Center of Excellence, the EBRPU has the capacity to collect, organize, and share labor market data relevant to employers and job-seekers in a timely fashion, facilitating decisions that are well aligned with market conditions in a rapidly changing economy.

### *2.b. Increasing Access to Training and Education Aligned with the Regional Labor Market*

The EBRPU will continue to provide financial and strategic development support for workforce training and education in sectors with significant demand in the regional labor market, and work to expand participant access to these resources. The EBRPU is well-positioned to pursue this goal, grounded in its access to data regarding trends in the regional labor market and its history of convening and mobilizing partners that include employers, labor, education and training providers, nonprofit service agencies, local government, and economic development entities. The subsections below identify current and anticipated efforts in the key sectors in which the EBRPU is actively engaged.

A key strategy identified by the EBRPU in its Regional Plan Implementation 4.0 framework is the development of mechanisms to *enhance the tracking of data regarding training* developed by or in partnership with regional industry partnerships and other priority sectors across the region. This work could include identifying and implementing mechanisms to verify and capture training activities associated with the Region's industry partnerships; verifying and capturing service network participant referrals; identifying co-enrollment opportunities; and documenting co-enrollments, completions, and employment by sector.

This activity would help to establish benchmarks for the number of individuals who complete training and/or who obtain industry recognized credentials in the region's identified priority sectors and occupations. This will help to support the Regional Plan Implementation 4.0

strategy of better informing the career service network of trainings in general, and early enough for the workforce system to prepare and refer competitive customers. EBRPU partner Boards would work in concert with the advanced manufacturing (AMBayArea) and health (EBHWP) partnerships described above to implement this data tracking strategy. Additionally, the EBRPU plans to collaborate with the State's technical assistance providers, Jobs for the Future and the Corporation for a Skilled Workforce, to explore viable and relevant regional indicators of success as prescribed by the California State Workforce Development Board.

One of the greatest challenges to expanding access to training and education for in-demand sector employment for those with barriers is the lack of opportunity to continue to earn income during the training process. For this reason, the EBRPU and its partners have prioritized supporting education and training opportunities that enable participants to continue to receive income while they learn.

### Advanced Manufacturing

In a move to increase program integration, the Director of AMBayArea also serves as a regional director of employer engagement for the region's community colleges. The EBRPU has contributed Regional Plan Implementation resources to support the implementation of this model, which facilitates a structural integration of industry, workforce development, and community colleges in the region, leading to more efficient, timely systems coordination, alignment, and stakeholder engagement.

In the advanced manufacturing sector, the EBRPU is using Regional Plan Implementation funding to develop and launch a suite of virtual career navigation tools for front line case managers and job seekers. The tools include a career guide that provides rapid access to information on job functions, skill requirements, training and education opportunities, and career options in in-demand manufacturing occupations in the region. The accompanying online course catalogue includes a robust inventory of industry-validated trainings along pathways articulated in the career guide. Its intuitive search functions allow users to filter training by job type, duration, cost, and format, as well as by provider, including community colleges and adult schools.

AMBayArea is in the process of designing trainings to build workforce system capacity to use these virtual tools. In collaboration with AMBayArea, EBRPU is also exploring opportunities to register promising virtual trainings on the State's ETPL. These resources were intentionally designed for portability and transfer, to be used in any geography and for any industry sectors.

The Career Guide and Catalogue will serve as a resource and case management tool for workforce development counselors in the region, helping determine if clients are interested in a career in manufacturing, and then enabling them to narrow down their search to a specific job area and the training available. Sector employers will also use the new resources to promote professional development and training for incumbent workers. The Career Guide and Catalogue will help: inform the regional workforce system on the key skills and abilities employers seek for in-demand jobs; provide clear pathways to careers; and offer a clearinghouse of training offerings including those offered virtually or in-person by industry recognized training providers, community colleges, and adult schools.

### Health

The EBRPU's work with the EBHWP seeks to advance access to training and education for the health sector in multiple ways. Two of the key priority areas identified by the EBHWP explicitly

address the importance of strengthening access to training and education aligned with the needs of the health field. The first seeks to “increase the alignment of healthcare education and training with employer needs – especially regarding shifting competencies, demand, and new models for delivering care.” This priority is to be carried out through examining the changing competencies in occupational pathways by fostering cross-system discussions on the changing landscape of regional delivery systems and their impact on workforce demand, competencies, and training systems. Educators, Workforce Development Boards, and workforce service providers are essential participants in this conversation.

An additional priority for the EBHWP aims to “systematically increase work-based learning (WBL) opportunities in healthcare for K-16 and health professions students.” Activities to achieve this priority include: mapping and coordinating regional and sub-regional health pathway initiatives and mechanisms for WBL; support for the development of infrastructure to simplify the processes for employers to provide WBL opportunities for K-16 students; fostering a discussion with CEOs and human resources (HR) leadership of health employers to identify WBL incentives and models that could exist inside institutions and facilitate cultural shifts; and identifying emerging promising practices to move community colleges and four-year graduates into health fields using WBL and targeting gaps in the pipeline. These are all strategies in which the EBRPU can make an important contribution.

### Supporting Work-Based Learning

The EBRPU has been able to leverage important support for work-based learning opportunities through AMBayArea's Ambassador program, described above, and EBHWP's leadership role in developing robust pathway program partnerships in both Alameda and Contra Costa counties. The Ambassador program sources and trains diverse early career professionals to serve as industry ambassadors for K-12 and community college students and teachers. Prior to the COVID-19 pandemic, the program provided in-class presentations and on-site factory tours, as well as other career exposure opportunities. The program also provides externship opportunities for educators to increase their capacity to provide meaningful, industry-informed and career relevant experiences for their students. Due to the prohibition of in-person engagement during the pandemic, the program has been redesigned to accommodate virtual presentations. The previous programming will resume when schools reopen and employers are sufficiently stabilized to allocate the necessary staffing resources.

The EBHWP has offered leadership by providing education and training partners with up-to-date LMI for the health sector, sourcing work-based learning opportunities, summer internship programs, and other opportunities. The EBHWP has also identified new career path opportunities into healthcare through contact tracing and community ambassadors, and developed robust pathway program partnerships in both Alameda and Contra Costa counties. It has also successfully secured ETP funding for training cohorts in collaboration with health care providers.

Prior to the pandemic, the EBHWP was instrumental in sourcing clinical opportunities to fulfill training requirements for in-demand occupations as part of training pathways supported by the partnership, and sponsored a robust summer internship program. EBHWP has convened other regional industry partnerships to identify points of alignment, pursue programmatic efficiencies, and other opportunities for learning.

The EBRPU also continues to contribute to the Earn and Learn regional work-based learning initiative, specifically to leverage their CRM tool to source work-based learning opportunities

through AMBayArea. The EBRPU will continue to explore opportunities to partner and integrate programs.

### *2.c. Training and Education Leading to Industry-Recognized Post-Secondary Credentials*

There are numerous points of connection between the EBRPU and the regional community college infrastructure, specifically the Bay Area Community College Consortium (BACCC), the Bay Region Center of Excellence, and the California Community College District Regional Directors for Employer Engagement. For the past 10 years, the region has invested heavily in regional industry partnerships. This work began with a Department of Labor Trade Adjustment Assistance Community College and Career Training (TAACT) grant that aligned the collaborative work of the region's community colleges, Workforce Development Boards, economic development entities, and K-12 institutions and continues to anchor and guide their partnerships to this day.

As previously introduced, the EBRPU has provided seed and sustainability funding to several of the region's priority sector industry partnerships in advanced manufacturing, healthcare, and ICT. AMBayArea and Bay ICT are both managed by locally hosted California Community College District Regional Directors for Employer Engagement, who also work closely with the Region's Center of Excellence for labor market research and analytics. The EBRPU has played a role in facilitating coordination across these industry and post-secondary partners.

Through these channels, the EBRPU and the regional community college system strive towards regional information sharing, plan coordination, resource alignment, and strategic partnerships. The BACCC hosts monthly Regional Engagement / Adult Career Pathways meetings in which the EBRPU Regional Organizer and Board management staff participate. During the COVID-19 pandemic, these meetings have been a venue for cross-system information sharing, learning, and adaptation. Based on longstanding feedback from workforce and other system partners, the region's community colleges have begun to offer short-term, flexible course offerings, including virtual and asynchronous courses for credit, for in-demand jobs in the region's priority industry sectors. Further, many courses will be qualified for eligible training provider lists, allowing for systems alignment and the removal of barriers for participants to take advantage of critical education and training that can enable access to higher quality jobs and economic mobility.

The EBRPU will seek to continue and expand collaboration with post-secondary workforce training that is fully aligned with the changing needs of employers and job seekers, and ensures the credentials provided by post-secondary institutions are industry-recognized, portable and stackable. An important part of the EBRPU's agenda for this work is supporting the alignment of training commitments in order to move people toward better quality jobs.

The Manufacturing Career Guide and Online Manufacturing Course Catalog are a notable example of EBRPU and community college collaboration. These virtual resources for advanced manufacturing were developed by the Bay Region's Director for Employer Engagement in collaboration with the EBRPU Regional Organizer and key stakeholders with regional workforce funding. The EBRPU intends to use the lessons learned from this very successful work to inform future activities in other sectors.

The EBRPU also supports information sharing through HOTJOBS, an EBRPU-administered communication network connecting over 300 workforce and education professionals in the East Bay. This venue provides the opportunity to share training opportunities, job openings, and other information related to the intersection of workforce, education, and training providers.

## Adult Schools

There are four adult education consortia in the East Bay, each of which serves a subset of the full geography of the region and operates with different structures. As a result, EBRPU Local Boards primarily engage the adult schools on a sub-regional and local level. Historically, there has been regional coordination on regional career pathway grants and work-based learning initiatives, and the EBRPU will continue to seek out funding for these efforts.

### *2.d. Improving Program Alignment and Expanding Pre-Apprenticeship and Apprenticeship Opportunities*

Apprenticeship has been a continuing topic of conversation in the Region's manufacturing and healthcare industry partnerships. The EBHWP has established a new Home Care Aide Apprenticeship program serving Alameda and Contra Costa Counties in collaboration with its long-term care partners including Senior Helpers. It is anticipated that pre-pandemic labor shortages will continue to persist in many occupations, presenting opportunities to invest in talent development pipelines to fill openings especially as baby boomers retire. Apprenticeship represents a particularly promising strategy for immersing job seekers in a new field. The EBRPU will work with the DIR-DAS and regional partners to explore different approaches to the development of regional apprenticeship and pre-apprenticeship programs in in-demand occupations in the region's priority sectors.

Apprenticeship offers substantial opportunities to advance equity in the workforce by providing access to quality, family-sustaining jobs, and income mobility. It can allow individuals who are unable to forego income to continue to earn a salary while they learn a new profession, or to advance in their existing field. This is particularly important during the present COVID-related economic downturn. Apprenticeships can also offer women and persons of color the chance to overcome barriers by demonstrating their skills in a particular field to potential employers, enabling them to be judged and hired on their merits rather than being excluded based on their identification as part of a particular group.

The EBRPU has been funded to procure consulting services to develop and execute a plan for researching the feasibility of apprenticeship and pre-apprenticeship programs in association with regional industry partnership and employers. While this funding is limited, the scope of this work could include some of the following activities:

- Facilitating meetings with the EBRPU partner Workforce Boards and with additional key stakeholders, conducting interviews, carrying out research, identifying priority occupations (in collaboration with partner employers), stakeholder engagement, interviews, facilitation, convenings, preparing reports, and making presentations;
- Leveraging the extensive work already taking place in region to explore and develop apprenticeship opportunities in key sectors; and
- Leveraging the activities of the California Apprenticeship Initiative (CAI), a project of the Foundation for California Community Colleges in partnership with CA Community Colleges, CA DAS and the California Department of Labor's (DOL) ApprenticeshipUS, which has a particular focus on equitable apprenticeships. The CAI is launching peer learning circles to share best practices related to apprenticeships and pre-apprenticeships across the state.

These activities will help the EBRPU achieve the Regional Plan objective of exploring high road career pathways into quality jobs in regional priority industries.

In order to create scalable models for the development of apprenticeships, the EBRPU is collaborating with a new, youth-focused, non-traditional, credit-bearing, paid pre-apprenticeship pilot program called Boatworks 101. The mission of the program is to train the next generation of craftspeople in the marine industry. To achieve this mission, the program will include a traditional classroom component linked to hands-on training that rotates through multiple employers throughout the East Bay. While this apprenticeship is focused on the marine industry, training will include cross-sector skills in multiple occupations including electricians, diesel mechanics, riggers, carpenters, and composites. The program has received DAS approval, and is included on the ETPL list. Collaboration with this innovative pilot effort will offer the EBRPU the opportunity to identify best practices and lessons learned that can be applied to the establishment of apprenticeship programs in other sectors.

In order to carry out a regional apprenticeship strategy, EBRPU partner Boards could pool resources in support of education and training for target populations. Where feasible, the EBRPU would target ETPL-registered programs to enable access to ITA funds for enrolled participants. This would create the opportunity for co-enrollments, requiring the development of a system to track co-enrollees across systems and capture data on training completion and credential attainment. Collection and analysis of this data could serve as a valuable tool for measuring race and gender equity in relationship to access to valuable apprenticeship opportunities in fields with growing opportunities and good wages.

EBRPU partner Boards continue to work with MC3 (Multi-Core Construction Curriculum) programs in all four Local Areas, which serve as pre-apprenticeships to the building and construction trades. These programs have provided significant opportunities for individuals with barriers to employment to access high-quality family sustaining jobs.

### 3. Enabling Upward Mobility For Californians

Providing workers and job seekers in the East Bay with the opportunity to improve their economic status and achieve long-term financial stability is a driving principle of the EBRPU. All four Local Boards, along with training providers and partners, are committed to creating a workforce system in the East Bay that promotes equity. This section describes some of the programs, policies, and initiatives that will empower workers, families, and the broader community.

#### 3.a. High Road Workforce System

##### Criteria for Selecting Employers

East Bay Workforce Boards will continue to prioritize employers based on a number of factors including presence in priority sectors, wages, and the options they provide for career advancement. While specific employer criteria are determined at the Local Board level, it is core to the region's economic justice-based mission to align job seekers with organizations that will allow them to obtain their long term career and financial goals.

##### Incumbent Worker Training

Training of incumbent workers is an important strategy for enabling upward mobility, and is of particular interest to both employers and employees in the EBRPU's advanced manufacturing and health sector partnerships. It is a primary training service offered in both Alameda and

Contra Costa Counties.<sup>77, 78</sup> Incumbent worker training is an employment retention strategy providing training that will result in progression on a career pathway and income mobility.<sup>79</sup> A key focus of WIOA incumbent worker training is to train individuals with barriers to employment so that they can remain competitive in their current position and increase their contributions to their employer. By focusing on individuals with barriers to employment, local Workforce Boards strive to improve equity in the workforce by increasing the marketable skills of individuals with identified needs. Training can take place within an organization or externally and often takes place in the classroom, in the lab, on the computer, and through video conferencing.<sup>80</sup>

### 3.b. Equity and Economic Justice

The EBRPU and its member Boards are engaged in a range of structural and systemic efforts intended to promote equity and economic justice in the region's workforce system. This will be a focus on the current round of regional plan implementation funding in tandem with economic recovery planning activities. The goal is to integrate equity into the emerging strategies that the Board will employ during recovery from the COVID-19 pandemic. While the pandemic has required the redirection of resources to address the most urgent issues, it also provides the chance to revisit existing strategies and explore new approaches. Best practices that are identified at the local level will be scaled regionally.

The EBRPU has a number of promising initiatives to draw upon that exist at the local level. In the area of equity in workforce strategies, the Oakland Workforce Development Board is working with the City of Oakland's Department of Race and Equity to develop and integrate equity-focused policies and practices into the local workforce system. On-the-job training is being used by a number of Local Boards as a strategy for enabling training participants with limited income and assets to support themselves while they engage in training. Employment Training Panel (ETP) funds are being used by the Richmond Workforce Development Board (RWDB) to offer paid work experience to students with disabilities, and by the Workforce Development Board of Contra Costa County (WDBCCC) to provide medical assistant training in a partnership with the EBHWP. The Alameda County, Oakland, and Richmond Workforce Boards have developed their own equity strategies around First Source and Local Hire agreements in their jurisdictions. All four of the Local Boards are engaged in the Prison to Employment (P2E) project, which builds upon AB109 realignment in both counties to bring paid work experience and customized supportive services to justice-involved individuals returning to the community.

#### Racial Equity Dialogue, Capacity Building, and Service Delivery

The East Bay region is beset with significant equity challenges, and local areas have historically responded in particular ways that reflect local dynamics and perceived needs. The Black Lives Matter movement has created a new urgency and openings to reckon with structural and

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<sup>77</sup> "Customized & Incumbent Worker Training Program," Alameda Workforce Development Board, accessed February 24, 2021,

<https://www.acwdb.org/acwdb-assets/img/Customized%20Training%20Flyer.pdf>

<sup>78</sup> "County Local Plan: For the WDBCCC and Contra Costa County Local Area (2017-2020)," Workforce Development Board of Contra Costa County, accessed February 24, 2021,

[https://www.wdbccc.com/wp-content/uploads/2019/12/WDBCCC-Local\\_Plan\\_2017-2020.pdf](https://www.wdbccc.com/wp-content/uploads/2019/12/WDBCCC-Local_Plan_2017-2020.pdf)

<sup>79</sup> "Incumbent Worker Training," *Employment Development Department State of California*, July 2, 2019, 3, [https://www.edd.ca.gov/Jobs\\_and\\_Training/pubs/wsd19-01.pdf](https://www.edd.ca.gov/Jobs_and_Training/pubs/wsd19-01.pdf)

<sup>80</sup> "Incumbent Worker Training," *Employment Development Department State of California*, July 2, 2019, [https://www.edd.ca.gov/Jobs\\_and\\_Training/pubs/wsd19-01.pdf](https://www.edd.ca.gov/Jobs_and_Training/pubs/wsd19-01.pdf)

systemic racism and engage in difficult conversations. EBRPU partner Boards are earnestly engaging with these conversations about how to re-envision policies, practices, and programs that address equity more concretely.

The City of Oakland has taken a leadership role as it relates to local government, race, and equity, and the region could learn from its experience and support, particularly in workforce development. The City has established a Department of Race and Equity, whose mission is to work with all City departments to assess and process dimensions of race, equity, and inclusion in policy, practice, and outcomes. The Oakland Workforce Board has engaged with the Department extensively.

Another important effort that the EBRPU has engaged in regionally is Bay Area Workforce Solutions, a WAF 7.0 funded initiative focused on increasing racial equity across the Bay Area. Bay Area Workforce Solutions brought together a very large and diverse array of collaborators to break down silos and increase economic equity across San Francisco, Alameda, and Contra Costa Counties. Project activities included a series of panels including national thought leaders to discuss and respond to questions regarding strategies designed to close racial and gender income and wealth gaps for the most vulnerable members of the community. The WDBCCC was a convening partner for this effort, and the OWDB provided a presentation at one of the panels on the City of Oakland's groundbreaking equity work.

In the first year of 2021-2024 Regional Plan implementation, capacity building work in the area of equity and economic justice could begin with peer-to-peer learning among EBRPU partner Board Directors including convenings of key stakeholders to explore equity in workforce strategies. Partner Boards could also consider identifying existing policies and programs shown to produce positive outcomes. This could lead to the identification of measures to track dimensions of equity in practices and outcomes across the regional workforce system, and could include adopting policies supporting equity and job quality standards or those that emphasize income mobility.

This activity could create spaces for difficult and necessary conversations and processes within local workforce areas and with EBRPU partners and stakeholders. These conversations, inquiries, and learning exchanges could move the region towards policies that support greater equity and strive to improve job quality. Strategic service alignment could take place where opportunities present themselves.

This racial equity work would support the Regional Plan objective of providing regional system capacity building around race and equity. The Region could develop a plan by which progress would be measured, including collecting existing policies and programs designed to address equity, informational presentations with regional leaders on the topic, peer learning exchanges, convenings, and application of inquiry and other tools created by the City of Oakland Department of Race and Equity. Progress on this activity could be measured by process outcomes.

### On-the-Job Training (OJT)

The EBRPU has used OJT as a critical equity strategy prior to and during the pandemic, and will continue to promote this model of training as the economy recovers. Participation in unpaid training and education is often not an option for individuals with barriers to employment. Low wages in comparison to the high cost of living in the East Bay region means that workers cannot forego income and sustain themselves. Providing workers with wages while they are training

enables them to focus on learning new skills while not having to sacrifice income for themselves and their families. Workers are guaranteed a minimum of 32 hours per week and must be paid wages at least those of the current industry standard. After completion, the training employers must offer the employee a regular long-term position with the company.<sup>81</sup>

On-the-job training allows for employers to be reimbursed for a portion of a worker's wages while they are in a training period. This training period generally lasts about three months, but is based on a dollar cap and varies by Local Board. Employers are reimbursed up to 50% of hourly wages.<sup>82</sup> When workers participate in on-the-job training, they have the opportunity to earn wages and learn how to perform tasks at their new place of employment at the same time.

Another way in which OJT wage reimbursements can promote equity is by providing incentives to employers to train and hire individuals with barriers who might not otherwise be considered for employment. An added barrier for many of the individuals within these populations is a lack of work history, something which OJT can help to address. OJT incentive programs include individuals in the following groups:

- Justice involved
- Completing substance use treatment
- Experiencing housing instability or homelessness
- Physical / cognitive disability
- Veterans
- Out of school youth
- Native Americans / American Indians / Indigenous Americans
- Migrant workers

## Employment Training Panel

California's Employment and Training Panel is made up of union, business, and government representatives and provides financial assistance for training purposes directly to businesses in collaboration with local Workforce Boards in the East Bay.<sup>83</sup> Training efforts provide many traditionally unserved / underserved groups with the skills required to remain competitive in the labor market and obtain high paying and stable employment. Among the goals of the Employment Training Panel is to provide training opportunities for the following:<sup>84</sup>

- Individuals in rural California (including the Central and Imperial Valleys)
- Individuals in urban High Unemployment Areas (HUAs)
- Individuals who are veterans
- Individuals who were formerly incarcerated
- Youth who are considered at-risk of becoming involved in criminal activity
- Individuals who are injured or disabled
- Individuals with other barriers to employment

HUAs are incentivized by the Employment Training Panel to provide training opportunities. For example, training providers in these areas can receive funding without meeting certain

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<sup>81</sup> Alameda Workforce, "(OJT)," <https://www.acwdb.org/acwdb-assets/img/Updated%20ACWDB%20-%20OJT%20flyer.pdf>

<sup>82</sup> "On The Job Training Program (OJT)," Alameda Workforce Development Board, accessed February 24, 2021, <https://www.acwdb.org/acwdb-assets/img/Updated%20ACWDB%20-%20OJT%20flyer.pdf>

<sup>83</sup> "Employment Training Panel," Home Page, Employment Training Panel, accessed February 22, 2021, <https://etp.ca.gov/>

<sup>84</sup> "Employment Training Panel 2019-2020 Strategic Plan," Employment Training Panel, 2019-2020, [https://etp.ca.gov/wp-content/uploads/sites/70/2019/06/ETP19-20\\_StrategicPlan\\_Accessible.pdf](https://etp.ca.gov/wp-content/uploads/sites/70/2019/06/ETP19-20_StrategicPlan_Accessible.pdf)

requirements necessary to receive reimbursement in other areas of the state.<sup>85</sup>

EBRPU Local Boards have engaged ETP funds in a variety of ways to promote economic equity and justice. The WDBCCC has partnered with the EBHWP to obtain ETP funding to cover the cost of medical assistant training for Contra Costa County residents. The RWDB has collaborated with the West Contra Costa Unified School District and the Department of Rehabilitation over several years to offer workforce training and paid work experience in local businesses for students with disabilities.

## First Source and Local Hire Ordinances

Three of the four Workforce Boards in the region have supported the development of, and are engaged with, local hire ordinances in their communities, which leverage the economic power of local government to expand opportunities for local residents to obtain employment with contractors on city-funded projects. The RichmondBuild pre-apprenticeship construction training program works closely with employers who are subject to this ordinance to provide a pathway to construction employment for program graduates. Also in the construction sector, the Richmond and Contra Costa County Boards partner with providers of the Multi-Core Construction Curriculum (MC3), which offers on-ramps into skilled trades in the building and construction sector.

The City of Richmond, the Port of Oakland, and Alameda County as a whole have local hiring policies which mandate a certain percentage of those employed on government-funded construction projects be filled by qualified local residents.<sup>86, 87, 88</sup> In Richmond, local hiring policies impact not only construction employment but also retail, office, administrative, and other employment in the city. Along with benefiting the employers by facilitating the provision of qualified applicants in response to their labor needs, local hiring also provides needed employment for local residents. Local hiring can be viewed as an anti-gentrification policy by both providing community residents with incomes which will allow them to continue to reside in the community, while preventing new development from attracting outside workers and displacing existing community residents. By reinvesting public works and other local tax subsidies to fund construction projects, local hiring provides further economic development benefits by reinvesting those funds into jobs for local residents.

## Supportive Services

A key to delivering supportive services with an equity lens is developing an equity-centered service delivery system design, ensuring that services are as accessible as possible to those who need them and are allocated to different communities in proportion to the need. The Contra Costa Workforce Collaborative (CCWC) model is an innovative approach to the no-wrong-door model of service delivery, which is being adopted by the Alameda County Workforce

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<sup>85</sup> "Employment Training Panel 2019-2020 Strategic Plan," *Employment Training Panel*, 2019-2020, [https://etp.ca.gov/wp-content/uploads/sites/70/2019/06/ETP19-20\\_StrategicPlan\\_Accessible.pdf](https://etp.ca.gov/wp-content/uploads/sites/70/2019/06/ETP19-20_StrategicPlan_Accessible.pdf)

<sup>86</sup> "An Ordinance Of The Council Of The City Of Richmond Amending Chapter 2.56 Of The Municipal Code Of The City Of Richmond: Chapter 2.56 Local Employment Program," The Council of The City of Richmond, accessed february 24, 2021,

<https://www.ci.richmond.ca.us/DocumentCenter/View/1374/Local-Employment-Ordinance?bidId=>

<sup>87</sup> "Maritime And Aviation Project Labor Agreement (MAPLA) 2016 Social Justice Program," Port of Oakland, last modified November 8, 2018, 1-32.

<https://www.portoakland.com/files/PDF/responsibility/CIP%202018-11.pdf>

<sup>88</sup> "First Source Program," About Us, Alameda County, CA, accessed February 22, 2021

<https://www.acgov.org/auditor/sleb/sourceprogram.htm>

Development Board (ACWDB) for their most recent service provider Request For Proposals. The OWDB has also used an equity analysis to identify the most impacted communities and aligned resources to meet the need.

Regional workforce development efforts in the East Bay are predicated around an understanding that all workers have unique challenges and needs. Without vital services and resources, workers will not be successful on the job and will not be able to provide their full potential to their employer and society as a whole. The following supportive services are some of the strategies that the region utilizes to empower the region's job seekers and workers:

- Child Care
- Subsidies
- Transportation
- Work Clothing
- Work tools
- Books
- Health Care
- Costs to cover required medical tests (e.g., TB tests)
- Legal Resources
- Emergency Food
- Shelter
- Costs associated with obtaining required documentation or licensing (e.g., California state ID card, state testing, licensing fees)
- Parking permit fees for training purposes at local community colleges

### *SparkPoint Centers*

SparkPoint Centers, an initiative of the United Way of the Bay Area, provide financial literacy education to individuals and families with the aim of helping participants move towards financial self-sufficiency. The Workforce Development Board of Contra Costa County has developed a strong collaboration with SparkPoint to enable individuals who are receiving workforce services to enable them to learn how to improve their income, increase their savings, build assets, and strengthen their credit rating. Because financial literacy is fundamental to the success of so many workforce development program participants, this partnership provides a strategy for other Boards in the region to help participants improve their financial literacy skills.

### *COVID-19-Specific Supportive Services*

The COVID-19 pandemic has had a significant economic impact which has directly affected the financial stability of East Bay workers and job seekers. The region's Workforce Development Boards offer assistance to individuals during this time of increased economic need.

The digital divide has been exacerbated by the pandemic. Access to computers and broadband service, already a challenge for many low income individuals, has suddenly become essential for job search, interviewing, workforce training, and the performance of job-related tasks in many occupations. Local Boards have established programs to lend equipment and offer training to facilitate virtual access for enrolled participants. Delivery of these services is certain to continue to be important in the post-COVID era, due to shifts in employment and work that will persist even after the return of more in-person engagement.

In the East Bay, job seekers who have had wages negatively impacted by the pandemic or individuals who are collecting unemployment insurance payment can qualify for financial

assistance. This assistance can help with payments for the following:<sup>89,90,91</sup>

- Utility Bills
- Housing Expenses
- Child Care
- Work-related needs (e.g. tools/technology)

### *Assessing an Equitable Response to COVID-19 in the East Bay*

The COVID-19 pandemic has ruptured assumptions about the nature of work and workplaces. It has resulted in global adoption of remote communications and other virtual resources that dramatically impact how the public workforce system will develop policies, service delivery strategies, investment in digital infrastructure, and partnerships. An equity focus will be vital as these are developed, given the scale of unemployment and pre-pandemic labor market trends.

Progress on an equitable COVID-19 response in policy, strategy, and implementation could be measured by process outcomes. The EBRPU could work with a contractor to project manage an equitable response to the pandemic-driven recession. The partner Workforce Development Boards could develop a scope of work with a timeline and deliverables, which could include research, policy review, interviews, facilitating planning sessions, developing scenario frameworks, and synthesizing the project in a final report to the EBRPU partners.

The development of scenario frameworks would assist East Bay Region Local Boards to navigate the near future, individually and as a region. Scenario frameworks would help the partner Boards think about systems, structures, and strategies; policies and programs to address inequitable labor market outcomes; and how to sustain and embed engagement around matters of race and equity in standard operations. This activity would help the region move towards adopting policies that support equity and improved job quality.

## Equity Initiatives with Specific Populations

### *Individuals with Disabilities*

Based in Alameda County, East Bay Innovations operates Project Search, a workforce program with the goal of enhancing the transferable skills of individuals with developmental disabilities. Along with a focus on the individual worker, Project Search serves the business community by allowing an untapped labor pool of workers to find employment in local public and private organizations.<sup>92</sup> The WDBCCC has partnered with East Bay Innovations on a successful Disability Employment Accelerator grant, funded by the California Employment Development Department, to provide workforce development and work experience opportunities for individuals with disabilities.

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<sup>89</sup> "Workforce Development Board of Contra Costa County: Job Seeker Services," WDBCCC, accessed February 22, 2021, <https://www.wdbccc.com/jobseeker-services/>

<sup>90</sup> "Laid off? Wages cut? Due to COVID-19 Need help paying Bills?," Alameda Workforce Development Board, accessed February 24, 2021, <https://www.acwdb.org/acwdb-assets/img/6.%206.15.20%20CERSS%20Flyer%20Final-page-001.jpg>

<sup>91</sup> "Financial Assistance For Eligible Unemployed Oaklanders Impacted by COVID-19," City of Oakland, accessed February 24, 2021, <https://cao-94612.s3.amazonaws.com/documents/Flyers-Financial-assistance-for-eligible-unemployed-oaklanders-eng-spa-SIG.pdf>

<sup>92</sup> "Project Search," Our Services, East Bay Innovations, accessed February 22, 2021, <https://www.eastbayinnovations.org/services/project-search/>

### *Reentry for Justice-Involved Individuals<sup>93</sup>*

In 2017-18, EBRPU enrolled a total of 3,108 individuals into WIOA-funded staff-assisted services. Of those, approximately 250 (8%) self-reported an offender status at program enrollment.<sup>94</sup> It is very likely that these numbers are not reflective of the full number of current or former offenders served in the region, as individuals are not obligated to disclose offender status and face stigma about sharing this information.

Justice-involved individuals face fundamental barriers to employment that are often not addressed through traditional workforce development programming. These include lack of access to housing or transportation, difficulties in document recovery, and behavioral health needs. There are 135 organizations within the region's network of publicly-funded, community-based providers serving the supervised population, 48 of which are providing some level of workforce-related services. However, only a handful of organizations provide a continuum of workforce services paired with other support services, and few provide Earn and Learn or on-the-job training opportunities. Addressing this gap using Prison to Employment (P2E) funds will offer justice-involved individuals greater incentives to participate in workforce programs, and a path with fewer barriers and challenges to a sustainable career.

Obtaining a job has the potential to provide not only a source of legitimate income to individuals who were formerly incarcerated, but structure in their lives and daily schedules. The East Bay offers several programs and initiatives to attempt to make the reentry process smoother and produce long-term sustainable results for this vulnerable population. All four Boards in the region have developed partnerships with legal advocacy groups and community-based organizations that are committed to assisting formerly incarcerated individuals secure employment. Key among these reentry initiatives are the following:

**Prison to Employment (P2E):** Along with all four Local Boards in the East Bay, the EBRPU works with County Probation Departments and the California Department of Rehabilitation and Corrections to implement P2E. Each of the East Bay Region WDBs intends to commit WDB business services staff resources to building employer partnerships and creating a strong infrastructure of support and information-sharing among employers and other P2E partners. In addition to developing new partnerships, P2E is an opportunity to enhance existing employer partnerships through the introduction of paid work experience, subsidized employment, and employer training on best practices for working with justice-involved individuals.<sup>95</sup>

The EBRPU recognizes that partnerships with entities who are experts in addressing the unique needs of justice-involved individuals is crucial to P2E success, as is ongoing training, knowledge sharing, and networking. To this end, each partner Board will mobilize existing service providers with this expertise and conduct procurement processes that comply with local and state procurement standards for employment and training services for justice-involved individuals where services will be procured.

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<sup>93</sup> "Alameda County Workforce Development Board: Job Seeker Services," *Alameda Workforce Development Board*, accessed February 22, 2018, [https://www.acwddb.org/jobseeker\\_resources.page?](https://www.acwddb.org/jobseeker_resources.page?)

<sup>94</sup> Each EBRPU Local Board provided data reports from CalJOBS on WIOA clients with formerly incarcerated status.

<sup>95</sup> "Regional Plan PY17-21 – Two Year Modifications," East Bay Regional Planning Unit, March 15, 2019, 5. <https://www.eastbayworks.com/wp-content/uploads/2019/06/PY17-21-Regional-Plan-Mods-Narrative-v2.pdf>

EBPRU determined that it could best optimize limited P2E resources for the region's justice-involved population by utilizing funding to: 1) cultivate increased coordination and collaboration among partners throughout the region; and 2) address gaps and scale promising existing services within the region's reentry workforce development landscape, specifically by increasing the availability of wrap-around and support services and furnishing more opportunities for paid training and paid work experience. Data reveals low employment retention rates for justice-involved individuals due to numerous potential causes, such as lack of job readiness or poor matching, poor job quality, lack of post-placement supportive services, lack of post-placement career planning, as well as internal client factors. EBRPU Workforce Board partners will utilize P2E resources to support the strategies described above to meet individual needs.

Through the P2E initiative, the EBRPU plans to increase local Workforce Board staff capacity to coordinate existing P2E partners, including with Probation and Community Correction Partnerships, launch a new regional partnership with California Department of Corrections and Rehabilitation Division of Adult Parole Operations, and expand the reentry employer networks that are currently supported by a variety of grants and other funding from federal, state, local, and philanthropic sources. The addition of funding from P2E will help to infuse crucial and timely support that will effectively integrate these efforts into a more coordinated and seamless local and regional service-delivery system that meets the needs of justice-involved populations. Local Board partners have also engaged with an array of programs at the local level to offer workforce services to justice-involved individuals, including:

- Job fairs offered at detention facilities to currently incarcerated individuals. These events include assistance with resume writing, preparation for presentations to employers, and connection of individuals with employers for future employment opportunities.
- AB 2060 Supervised Population Grants have been used to assist individuals transitioning out of prison to "ensure that they have access to training and education, job readiness skills, and job placement assistance."<sup>96</sup>
- Partnerships with CDCR and County Parole to host monthly Parole and Community Team (PACT) meetings, which include information on available career center resources, WIOA training opportunities, recruitment opportunities, and supportive services.
- Participation by the WDBCCC in the U.S. Department of Labor's Customer-Centered Design Learning Challenge, which included a broad range of partners in the use of a human-centered design approach to developing a pilot tool kit for assisting recently incarcerated individuals.
- The Reentry Success Center, a Richmond-based program that provides workforce development services to justice-impacted individuals and families throughout the county.<sup>97</sup>

### *Opportunity Youth*

The EBRPU recognizes the significant barriers that youth and young adults involved with the foster or justice system, and those who are homeless, experience in connecting to workforce

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<sup>96</sup> "AB 2060 Workforce Bill Signed Into Law," *PolicyLink*, September 19, 2014, [https://www.policylink.org/Blog/tags?field\\_blog\\_tags\\_tid=1056&items\\_per\\_page=10&page=2](https://www.policylink.org/Blog/tags?field_blog_tags_tid=1056&items_per_page=10&page=2)

<sup>97</sup> "Reentry Success Center," Welcome Page, Reentry Success center, accessed February 25, 2021, <https://www.reentrysuccess.org/>

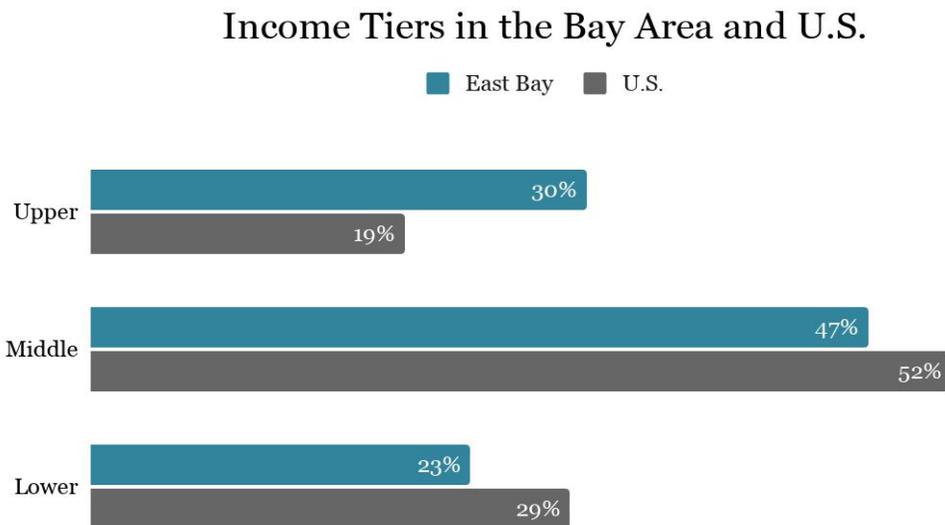
services, career pathways, and employment. As a potential approach, the EBRPU could seek to increase engagement and services for this population, including emerging and innovative strategies, in order to address barriers and enable these opportunity youth to connect with life-sustaining employment.

### Creating a Path to the Middle Class

Defining the “middle class” can be challenging due to geographic differences in the cost of living, consideration of assets, wealth, other capital, and income, as well as increasing levels of inequality. Factors associated with income such as health insurance, education beyond high school, and assets for retirement, are the most commonly used metrics for determining middle class status.<sup>98</sup> The COVID-19 pandemic and economic recession further complicate the criteria for what constitutes middle class status. The EBRPU plans to work with the State’s designated technical assistance providers to pursue measures of success that are tailored to the specific characteristics of each region, including the question of what middle class status represents for the East Bay region.

Figure 16 represents the percentage of San Francisco-Oakland-Hayward residents in the upper, middle, and lower tiers of income, according to the Pew Research Center’s definitions of each.<sup>99</sup>

Figure 16: Income Tiers in the Bay Area and the United States



Factors associated with income such as health insurance, education beyond high school, and assets for retirement, are the most commonly used metrics for determining middle class

<sup>98</sup> “Defining and Measuring the Middle Class,” American Institute for Economic Research, August, 2015, <https://www.aier.org/wp-content/uploads/2016/10/WP007-Middle-Class.pdf>

<sup>99</sup> Jesse Bennett, Richard Fry, and Rakesh Kochhar, “Are You in the American Middle Class? Find out with Our Income Calculator,” Pew Research Center, July 30, 2020, <https://www.pewresearch.org/fact-tank/2020/07/23/are-you-in-the-american-middle-class/>

status.<sup>100</sup> According to one study, \$52,120 is the minimum income for a family of 2 in the San Francisco-Oakland-Hayward area to be considered middle class.<sup>101</sup>

In the recent past, the East Bay region has concentrated its workforce efforts on serving individuals with multiple barriers to employment who are often at or below the poverty level. For these individuals to be placed on a path to the middle class, the EBRPU will need to develop innovative education and support strategies that enable participants to fully achieve their potential.

As described in section one, income greatly increases as a person obtains higher levels of education, such as when an individual moves from having some college experience to at least an associate's degree. However, the average median income for both the most common occupations (\$27,647) and the fastest growing occupations (\$40,263) are still well below what the Pew Research Center considers a middle class income for a family of two. Furthermore, many middle skill occupations do not produce an income which would be considered middle class (\$51,412 is the average median wage across top 20 occupations, versus the middle class income of \$52,120 cited above). Out of the top fastest growing and middle skill occupations, the following are the only occupations that produce an average median wage above PEW's threshold:

- Diagnostic Medical Sonographer
- Surgical Technologists
- Respiratory Therapists
- Magnetic Resonance Imaging Technologists
- Bookkeeping, Accounting, and Auditing Clerks
- Automotive Service Technicians and Mechanics
- Computer User Support Specialists
- Licensed Practical and Licensed Vocational Nurses
- Paralegals and Legal Assistants
- Telecommunications Equipment Installers and Repairers, Except Line Installers
- Electrical and Electronics Engineering Technicians
- Heating, Air Conditioning, and Refrigeration Mechanics and Installers
- Web Developers
- Computer Network Support Specialists

Local Boards in the East Bay will seek to include the above occupations as benchmarks when designing trainings and placing job seekers into new employment opportunities.

## 4. Aligning, Coordinating, and Integrating Programs and Services

The EBRPU seeks to continue to strengthen coordination and collaboration across East Bay Regional Workforce development programs and services in order to more effectively support job seekers and employers. As described in Section 2 of this regional plan, the role of aligning, coordinating, and integrating programs has been key to the EBRPU's success co-leading advanced manufacturing and health initiatives. The following section provides an initial framework that can be built upon for future workforce development alignment efforts.

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<sup>100</sup> "Defining and Measuring the Middle Class," American Institute for Economic Research, August, 2015, <https://www.aier.org/wp-content/uploads/2016/10/WP007-Middle-Class.pdf>

<sup>101</sup>Bennett, Fry, and Kochhar, "Are You in the American Middle Class?" . <https://www.pewresearch.org/fact-tank/2020/07/23/are-you-in-the-american-middle-class/>

## 4.a System Alignment

### *Administrative Cost Arrangements for the Region*

The annual budget for the EBRPU supports regional communications and functions, including a website with a virtual service locator and a regional events calendar populated by all of the EBRPU's funded partners. The budget contains line items for resource development, strategic planning, and other items as needed when the annual budget is created. In addition, the EBRPU administers the HOTJOBS email listserv that links more than 300 workforce, education, and training professionals and provides a conduit for information sharing in the field. The four Local Boards occasionally share the costs of regional research and planning efforts, and the EBRPU is exploring additional opportunities for expanding coordination of administrative cost sharing.

The regional budget also supports the Regional Organizer (RO). The RO is key to managing all regional initiatives, resource development and grant reporting and serving as a central point of contact between partner systems and regional industry partnerships. The RO convenes and facilitates meetings for numerous staffing levels at Local Boards in the region (directors and business services / service network / youth program / career center managers) to identify best practices, troubleshoot, support the regional EASTBAYWorks brand, and identify opportunities for collaboration and innovation.

### *Regional Service Strategies, Including Cooperative Agreements and MOUs*

The four Workforce Boards in the East Bay have more than two decade's experience of regional cooperation and coordination, which began with the establishment of EASTBAYWorks in 1997. Directors, assistant directors, business service managers, and youth managers of each of the four Boards meet regularly to discuss challenges and brainstorm best practices and solutions to address workforce development obstacles and promote regional solutions.

### Existing Regional MOU

Although the four Local Boards have their own MOUs with their local partners, the EASTBAYWorks Partnership serves as the regional workforce MOU. This MOU joins the Counties of Alameda and Contra Costa as well as the municipalities of Oakland and Richmond as the EBRPU to implement regionally funded initiatives, primarily but not limited to subgrants under WIOA.<sup>102</sup>

The EASTBAYWorks Partnership MOU goals include the following:

- Streamline processes, reduce duplication, and manage similar services;
- Receive funding and / or grants for regional planning, plan implementation, staff and workforce system training, and expansion of regional initiatives;
- Coordinate, jointly carry out tasks, and share in the regional funds;
- Lead Subgrantee shall contract with the other parties in a separate services agreement for each WIOA Subgrant in order to allocate current and future WIOA Subgrants and to implement programs on behalf of the EBRPU more efficiently; and
- Establish a "Lead Agent" framework for other regionally funded initiatives to more efficiently implement programs on behalf of the EBRPU.

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<sup>102</sup> "Memorandum Of Understanding For The Eastbay Works Partnership / East Bay Regional Planning Unit," County of Alameda, County of Contra Costa, City of Oakland and City of Richmond, January 1, 2020, 1.  
[http://64.166.146.245/docs/2020/BOS/20200121\\_1445/40653\\_EBWORKS%20RPU%20MOU%201-21-20.pdf](http://64.166.146.245/docs/2020/BOS/20200121_1445/40653_EBWORKS%20RPU%20MOU%201-21-20.pdf)

## American Job Centers of California (AJCCs)

The AJCCs of the East Bay Region operate as independent entities but contribute to the regional service strategy by sharing information on the EASTBAYWorks website, enabling job seekers across the region to locate the services that are most accessible to them. The geographic distribution of the centers in both Alameda and Contra Costa Counties unifies the region by providing access to one-stop services to all of the region's residents.

## Contra Costa Workforce Collaborative (CCWC)

One of the promising best practices for cooperative service delivery in the region is the Contra Costa Workforce Collaborative (CCWC). The CCWC is an innovative public-nonprofit partnership of 12 Contra Costa county education and workforce development organizations that currently operate within the county. The CCWC was developed in response to an identified need for regional collaboration and system alignment to move beyond strategies that prioritize low-wage, immediate employment opportunities and towards pathways to sustainable well-paid employment for diverse job seekers.

The CCWC works to support the expansion of the workforce development system by coordinating with the Employment Development Department (EDD), WDBCCC, WIOA's required AJCC MOU partners, Workforce Integration Network (WIN) members, and other workforce organizations or networks in the design, coordination, and implementation of service delivery and capacity building.

The CCWC leverages WIOA dollars and resources already available in the County to provide services that connect participants to education and training opportunities. These services attempt to enhance essential employability skills and assist in the development and pursuit of educational and career goals that lead to income mobility and quality jobs. Within the region, there is discussion about how the CCWC model could be used as an approach to strengthening workforce system coordination in Alameda County.

## *Coordination of Services with Regional Economic Development Services and Providers*

An important component of the EBRPU's coordination with regional economic development efforts is the representation of the Business Services Manager of each of the four East Bay local Workforce Boards on the East Bay Economic Development Alliance (EDA) Economic Development Director's table. This relationship allows for cooperative conversations about business climate, business closings and openings, and other collaborative opportunities between economic development and workforce development. A key service of the EDA is the development of annual economic outlook reports that provide data and analysis on the important trends impacting the region's economy and its workforce.

The Oakland Workforce Development Board is uniquely situated for collaboration with local economic development initiatives because it is located within the Office of Workforce and Economic Development within the City of Oakland. This structure enables the OWDB to more closely align its policies and programs with the economic development agenda of the city, and to influence city policy related to workforce training and development.

In addition to collaboration with EDA and local economic development in Oakland, the EBRPU benefits from a strong relationship between the WDBCCC and the East Bay Leadership Council (EBLC), as well as the Contra Costa Economic Partnership (CCEP), both of which are based in

Contra Costa County. The EBLC is a public policy advocacy organization whose mission is to increase the economic vitality and quality of life in the East Bay, and whose membership includes many of the region's largest employers. The WDBCCC is currently partnering with the CCEP to lead the Equitable Economic Recovery Task Force, which is focused on creating an equitable recovery and opportunities for those who have been disproportionately impacted by the pandemic-induced recession.

### *Coordination of Supportive Services*

At present, the four Local Boards in the East Bay have their own internal processes for delivery of supportive services and have not yet developed a strategy for coordination. Models for future coordination of supportive services within the region are under consideration.

### *Negotiating Local Levels of Performance*

As mentioned in the Section 2 discussion of regional sector pathways, a major EBPRU strategy moving forward is to explore development of mechanisms to enhance data tracking on trainings developed by or in partnership with the EBRPU's regional industry partnerships. This could aid the region in establishing benchmarks to track individuals that complete training and/or attain industry-recognized credentials aligned with the Region's priority sectors and occupations. This could be a potential area for negotiation among partners on local levels of performance.

Data tracking would be undertaken by EBRPU partner Boards, the Region's two most mature industry partnerships, Association of Manufacturers, Bay Area and the East Bay Health Workforce Partnership, and the network of workforce services, education and training providers, and CBO partners with whom they collaborate. Outcomes could include identification of tools to capture and communicate training pathways data, and data tracking could inform potential benchmarks for the region.

This activity is contingent on the state of public health and of the economy which impacts the availability of training and job opportunities. As this strategy is implemented, it could help the region meet the objective of better aligning Local Workforce Development Board service delivery networks and customers with the region's industry partnerships. It would also support the Regional Plan objective of achieving enhanced data tracking as it relates to trainings associated with the region's industry partnerships and inform mechanisms to better collect and communicate pathway opportunities, activities and outcomes.

## Conclusion

Workforce development efforts in the East Bay are strong, innovative, and committed to promoting equity and ensuring social justice. During the current economic and public health crisis, Local Boards have proven to be extremely resilient, adapting to the rapidly changing and urgent community circumstances. As the pandemic comes to an end, this plan will serve as an invaluable guide for the EBPRU in its short- and long-term strategic development efforts.



## ITEM III.a.- DISCUSSION



**To:** Oakland Workforce Development Board Executive Committee  
**From:** OWDB Staff  
**Date:** March 19, 2021  
**Re:** Preliminary FY 2021-22 OWDB Budget

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### **BACKGROUND**

The City of Oakland and the Oakland Workforce Development Board (OWDB) operate on a fiscal year calendar that runs from July 1 through June 30 of the following year. Federal law requires that the OWDB adopt its own budget, while the Oakland City Charter stipulates that this budget must also ultimately approved by the City Council. Both the City Council and OWDB must adopt a budget on or before June 30.

#### City of Oakland's Biennial Budget

The City of Oakland operates on a two-year budget cycle. While the City's budget is adopted for a two-year period, appropriations are divided into two one-year spending plans. Currently, the City is in its FY 2021-23 biennial budget development process. The Mayor's Proposed Budget is expected to be released in May 2021. Between May-June 2021 the City Council receives additional information and responses to questions raised regarding the Proposed Budget. Councilmembers may request amendments to the Mayor's Proposed Budget for discussion and consideration. A budget must be adopted by City Council by June 30, 2021.

#### OWDB Annual Budget

The OWDB is a mandated policy body appointed by the Mayor and charged with approving the use of federal Workforce Innovation and Opportunity Act (WIOA) funds that are allocated annually to Oakland through the State of California Employment Development Department (EDD), as well as other workforce development funds under the city's purview. The OWDB must develop a budget that is subject to approval by the Chief Elected Official of an area receiving WIOA funds (which in Oakland's case is the Mayor). Additionally, because WIOA does not supersede local governance, the Oakland City Charter mandates that the Oakland City Council must also approve the allocation of WIOA funds. Within the City's budget, the OWDB's funds are received and distributed in various designated accounts, including Fund 2195 (WIOA), Fund 1010 (General Fund), Fund 1030 (Measure HH), Fund 5671 (Oakland Army Base), and Fund 7999 (Miscellaneous/Other).

### **CURRENT SITUATION**

Currently, the City is in its process to address a \$72 million deficit in the current year due to loss of revenues arising from the COVID-19 pandemic. Departments were giving targets to help meet the current year's deficit. The City cut \$122 million to balance this year's budget by using the entirety of the City's Rainy-Day Fund (\$14+ million), suspending payments to long-term liabilities, and freezing vacant positions—projections showed the City would end the current

fiscal year with a \$62 million deficit in the City’s General Purpose Fund (GPF). Impacts of these cuts did result in two frozen workforce development positions, including a Youth Analyst (Program Analyst II) and a Program Analyst III. Funding to service providers in the current year were not impacted.

Preliminary estimates for the City’s FY 2021-23 budget cycle projects a deficit across all funds of more than \$200 million over the next two years, with expenditures forecasted to be much greater than revenues. The \$1.9 trillion coronavirus relief package approved by the U.S. Senate would provide the City some relief, current estimates show that Oakland could receive somewhere in the range of \$163-\$192 million intended to aid local governments.

To further balance funds, departments have been provided balancing measure targets by fund, for each year of the biennial budget. Currently, Finance Department staff and the City Administrator’s Office are in the process of reviewing proposals submitted by departments and make recommendations to the City Administrator and Mayor on what to include in the FY 2021-23 Mayor’s Proposed Budget.

**Revenues**

WIOA Revenues

Federal formula funding is expected to remain the same as the FY 2020 enacted and notable changes includes several proposals to maximize the use of the flexibilities and waivers available under WIOA. In FY 2020-21, the City of Oakland received a WIOA allocation from EDD in the amount of \$3,297,193.

At the time of this writing, the City has not yet received planning estimates for FY 2021-22. EDD typically releases planning estimates around April/May. Submitted with the department’s budget proposal is baseline for Fund 2195 (WIOA) to remain flat at \$3,297,193.

Other Revenues

The OWDB has several other revenue sources under its purview, many of which are for specific projects and/or services (such as funds for summer jobs, and Army Base related revenue that directly supports the West Oakland Job Resource Center). Unfortunately, several sources of revenue that were used in FY 2020-21 to offset the continued downward trend in WIOA funding reduction are not expected to continue into FY 2021-22.

Funds set to expire on or before June 30, 2021:

<b>Source</b>	<b>Amount</b>
1. One-time General Funded Subsidy (Service Provider Training & Operations)	\$390,232
2. COVID-19 Emergency Support Grants	\$528,000
3. Prison to Employment	\$564,462
<b>Total</b>	<b>\$1,482,785</b>

The OWDB is expected to receive new revenue in the amount of \$246,200 annually over the next four years (FY 2021-25) as part of the Transformative Climate Communities (TCC) Grant to support Cypress Mandela and West Oakland Job Resource Center in providing access to training opportunities that leads to jobs in high-demand priority industry sectors.

Additionally, \$400,000 in Measure HH funds are earmarked to support the 2021 summer employment program for Oakland youth ages 16 to 21. Most of these funds will go toward paying for the costs of subsidized jobs, with a portion going to the nonprofit partners who serve as the applicant agency. There are fundraising efforts underway that may increase the funding for summer.

*Estimated Funds Remaining from FY 2020-21*

To provide maximum flexibility and ensure unspent training funds are utilized, staff recommends that funds not spent by June 30, 2020 be carried over into FY 2021-22. Any unspent funds will be calculated after the prior year accounting is completed. Staff will return to the OWDB with a report of any carryover funds as soon as these amounts are known, most likely in the Fall.

**Expenditures**

To offset the OWDB's reductions in funding and meet the City's balancing target, the proposed budget reflects the following changes:

- 1) A six to eight percent reduction of WIOA funds allocated to service providers.
- 2) Elimination of items supported by one-time funding from the Oakland City Council in FY 2020-21